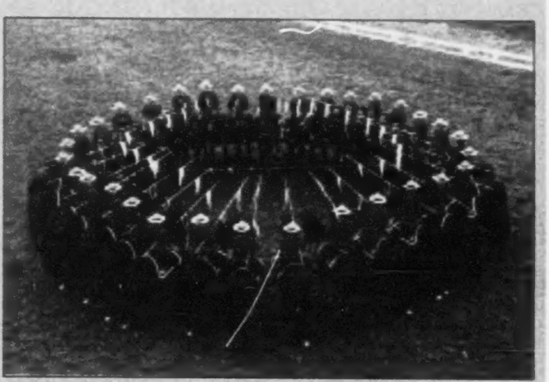
Royal Canadian Mounted Police Gendarmerie royale du Canada



Royal Canadian Mounted Police Departmental Performance Report for the period ending March 31, 2007

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

TABLE OF CONTENTS

Minister's Message 9
Commissioner's Message 11
Management Representation Statement 13

SECTION I – OVERVIEW

Reason for Existence 15
Our Mandate 15
Human & Financial Resources 15
Our Vision 16
Our Core Values 16
Our Strategic Framework 16
- Our Four Pillars – A Foundation for Excellence 17
- Our Philosophies: Integrated Policing and Community Policing 17
- A Commitment to Excellence in Service 17
- Our Strategic Priorities 17
  - Organized Crime 17
  - Terrorism 17
  - Youth 17
  - Economic Integrity 17
  - Aboriginal Communities 17
- Our Strategic Objectives 18
  - Prevention and Education 18
  - Intelligence 18
  - Investigation 18
  - Enforcement 18
  - Protection 18
- Our Management Strategies 18
  - Stewardship 18
  - Human Resources Renewal 18
  - Horizontal Management 18
  - Interoperability 18
  - International Cooperation 18
  - Performance Management 18
- Our Operating Environment 19
  - Integrated Policing 19
  - The Environmental Scan 21
  - RCMP Business Planning Process 21
  - Speech from the Throne 21
  - Budget 2006 22
  - External Factors – Challenges to Law Enforcement 22
  - Major Events 22

Summary of RCMP Performance for 2006-2007 23

SECTION II – PERFORMANCE REPORT ON RCMP PROGRAM ACTIVITIES, BY STRATEGIC OUTCOMES AND STRATEGIC PRIORITIES

Summary of Departmental Strategic Outcomes 29
- Quality Federal Policing 31
- Quality Contract Policing 34
- Quality Policing Support 38

Our Strategic Priorities 48
- Organized Crime 48
- Terrorism 59
- Youth 67
- Economic Integrity 76
- Service to Aboriginal Communities 82

SECTION III – SUPPLEMENTARY INFORMATION

Our Structure for Service / Program Delivery 89
- Our Management Structure 89
- Where We Are Located 90

Financial tables 91

SECTION IV – OTHERS ITEMS OF INTEREST

Corporate Areas 133
- Corporate Management and Comptrollership 133
- Internal Audit, Evaluation & Management Review/Quality Assurance 133
- Strategic Policy and Planning 134
- Information Management/Information Technology 136
- Human Resources Sector 137

Major Projects 142

Management Accountability Framework 144

SECTION V – CANADA FIREARMS CENTRE

Overview 147

Mission, Values & Initiatives 147

Financial and Human Resources 148

Operating Environment Summary 148

Performance 149
- Licensing 150
- Registration 153
- Justice System Support 154
- Border Controls 155
- International Initiatives 156
- Public/Stakeholder Outreach 156

Summary – Progress on Priorities 156

Organizational Structure 157

Financial Tables 158

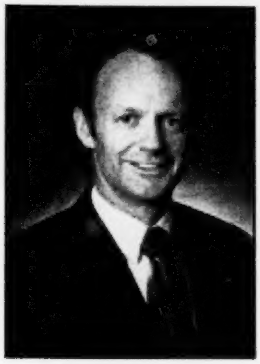
SECTION VI – APPENDIX

Additional Information on the DPR 167

Acronyms 167

NOTES

MINISTER'S MESSAGE



As Canada's Minister of the Public Safety Portfolio, I am pleased to present to Parliament the Departmental Performance Report (DPR) for the Royal Canadian Mounted Police (RCMP) for the period ending March 31, 2007.

The Public Safety Portfolio is responsible for public safety activities that help ensure the safety of Canadians: policing and law enforcement, corrections and conditional release of federal offenders, emergency management, national security, crime prevention and the protection of Canada's borders.

The Portfolio consists of Public Safety Canada, five agencies – the Canada Border Services Agency, the Canadian Security Intelligence Service, the Correctional Service of Canada, the National Parole Board and the Royal Canadian Mounted Police – as well as three review bodies.

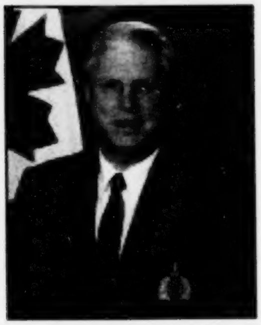
The RCMP's 2006-2007 Report on Plans and Priorities (RPP) identified five strategic priorities that would most effectively contribute to its goal of **Safe Homes and Safe Communities**: combating **organized crime**; reducing the threat of **terrorist activity**; preventing/reducing **youth** involvement in crime; enhancing Canada's **economic integrity** through crime reduction; and contributing to safer/healthier **Aboriginal communities**. The Force's strategic priorities are congruent with the priorities established for the Public Safety Portfolio and with broader Government priorities.

Canadians want assurances that their Government will promote their personal security while protecting their privacy. They also want the institutions charged with these responsibilities to be transparent and to work seamlessly with partners at home and abroad. Much of the RCMP's success in contributing to their goal of **Safe Homes and Safe Communities** is a direct result of the strong relationships they have with their contract policing partners and of their efforts to strengthen existing – and build new – partnerships across Canada's law enforcement community and with international law enforcement agencies.

I am pleased with the RCMP's efforts over the past year in delivering quality programs, services and policies that Canadians require and deserve. The Government is determined to support the RCMP in meeting its crucial responsibilities. Toward that end, the process of adding 1,000 additional RCMP personnel began during 2006-2007. New funding was also provided to: expand the RCMP's National Training Academy (Depot); increase the capacity of the National DNA Data Bank; bolster existing capacities to combat money laundering and terrorist financing; and conduct major counterfeiting investigations. This report provides a wealth of information on the Force's achievements in relation to its RPP commitments. I invite you to explore the content of this report and, if you have inquiries, to consult the list of departmental contacts. You can also obtain more information on the RCMP's website at: www.rcmp-grc.gc.ca.

The Honourable Stockwell Day, PC, MP
Minister of Public Safety

COMMISSIONER'S MESSAGE



The RCMP's Departmental Performance Report (DPR), for the fiscal year ending March 31, 2007, highlights our progress during 2006-2007 towards achieving our strategic goal of Safe Homes and Safe Communities.

The annual DPR is one of our primary instruments of public accountability. The evolution to strong and meaningful accountability between government and Canadian citizens is occasionally difficult – the "bottom line" is not always well defined. The RCMP strives to earn and maintain the trust and respect of Canadians by ensuring ownership, responsibility and accountability at every level.

From its roots as the North West Mounted Police, the RCMP has always been on the leading edge of policing. As the world and society have evolved, the RCMP's mandate and influence have grown. I am sure that, in 1873, the first officers of the North West Mounted Police could not have imagined the scope and sophistication of the criminality we know in the 21st century. Keeping communities and Canadians safe in the face of new and emerging forms of crime demands constant vigilance and action.

To reflect the dynamic nature of today's world, the RCMP has adopted and refined a highly flexible and proven strategic planning and performance management framework based on the **Balanced Scorecard** methodology. It has helped us to identify key priorities and to align our operations and management in support of key priorities. This report presents a summary of our performance and provides evidence of results achieved against our three strategic outcomes and our five strategic priorities.

I am pleased with our organization's progress over the last year. None of this would be possible without the exemplary and essential services to communities across Canada provided by the 26,000 members and employees of the RCMP. This report details many examples of their fine efforts and accomplishments in support of keeping Canada safe and secure. It is the day-to-day commitment of our staff that makes the RCMP a strong and effective national police service.

Consistent with the Report on Plans and Priorities for 2006-2007, you will find at the end of this report a special chapter dedicated specifically to the integration of the Canada Firearms Centre and of the day-to-day operations of the Canadian Firearms Program (CFP) into the RCMP.

I remain confident that the RCMP will continue to put the interests of Canadians first, to build on our legacy, and to continue to deliver high quality services to protect the safety and security of our citizens and our country, and to contribute to the global security environment.

William J. S. Elliott
Commissioner

Management Representation Statement

Departmental Performance Report 2006-2007

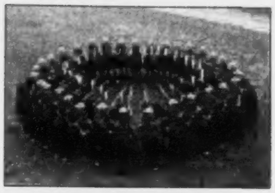
I submit for tabling in Parliament, the 2006-2007 Departmental Performance Report for the Royal Canadian Mounted Police.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:*

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Commissioner William J. S. Elliott

Date



SECTION I: OVERVIEW

Reason for Existence

The Royal Canadian Mounted Police (RCMP) is the Canadian national police service and an agency of Public Safety (formerly Public Safety and Emergency Preparedness), entrusted with keeping Canadians safe and secure.

Building on a rich history of over 130 years of service to Canadians, we have kept pace with change, evolving into a modern police organization that is responsible for enforcing the law and preventing crime in Canada.

Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with the communities we serve. Ultimately, we are accountable to the communities and partners we serve in the use of tax dollars and resources to accomplish our mandate.

Our Mandate

Based on the authority and responsibility assigned under Section 18 of the *Royal Canadian Mounted Police Act*, in its simplest form, our mandate is: to enforce laws, prevent crime, and maintain peace, order and security in Canada and for all Canadians, and to protect Canadian and foreign dignitaries in Canada and abroad.

Organizationally, this multi-faceted responsibility includes:

- Preventing and investigating crime and maintaining order
- Enforcing laws on matters as diverse as health and the protection of government revenues
- Contributing to national security
- Ensuring the safety of state officials, visiting dignitaries and foreign missions
- Providing vital operational support services to other police and law enforcement agencies

Summary of Performance Against 2006-2007 RPP Commitments

We are pleased to report that the RCMP succeeded in meeting or exceeding most of the targets presented in our 2006-2007 Report on Plans and Priorities. These achievements, along with any shortfalls, are presented in detail in Section II of this Performance Report.

Financial Resources (*$ millions*)

Planned Spending	Total Authorities	Actual Spending
$3,317.7	$3,782.2	$3,557.3

Human Resources (*FTE utilization*)

Planned	Actual	Difference
26,079	24,786	1,293

Our Vision

We are increasingly called upon to re-evaluate our role as Canada's national police service. Accordingly, we must explore new options, embrace new partners and encourage creative approaches as we strive to ensure safe homes and safe communities for Canadians.

The future belongs to those who think and act creatively, who anticipate change and position themselves to lead it. We are committed to:

- Being a progressive, proactive and innovative organization
- Providing the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- Being accountable and efficient through shared decision making
- Ensuring a healthy work environment that encourages team building, open communication and mutual respect
- Promoting safe and sustainable communities
- Demonstrating leadership in the pursuit of excellence

In the face of our challenging, uncertain times, the vision for the RCMP is to be recognized throughout the world as an "organization of excellence".

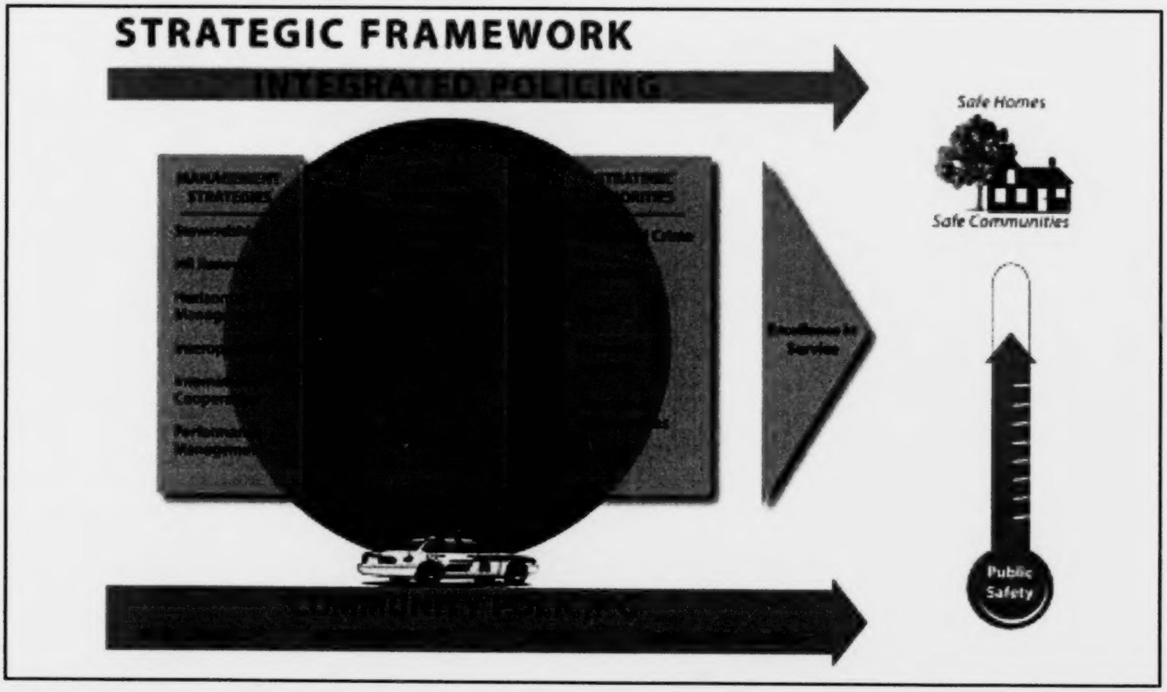
Our Core Values

The RCMP is committed to, respects and reinforces Canadian institutions of democracy and strives for the highest professional, ethical and people values. We are guided by the following core values:

- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

Our Strategic Framework

The RCMP Strategic Framework guides the work of all employees to achieve our goal of **Safe Homes and Safe Communities**. We strive to achieve this goal by contributing to public safety. Ultimately, all of our organizational activities enhance the safety, security and well-being of Canadians. Our Strategic Framework's components illustrate philosophies and activities that enable us to be successful in meeting this goal. These components are described on the following pages.



Our Four Pillars – A Foundation for Excellence

Everything that we do to be a strategically-focused organization of excellence rests on our four pillars.

- **Intelligence:** We rely upon well-founded intelligence, both for policing functions and for day-to-day management. Intelligence enables our activities to be guided by reliable, critical and timely information from within and outside our organization
- **Accountability:** We are accountable for our decisions and actions. The RCMP's accountability to its external partners in local communities, to other agencies and other government departments, guides its performance
- **Values:** We hold ourselves to a high standard. We are role models for our communities. Our behaviours and actions must at all times be based on our adherence to our core values: integrity, honesty, professionalism, compassion, respect and accountability
- **Bridge-building:** To achieve our goal of Safe Homes and Safe Communities, we must build and maintain strong partnerships with colleagues, partners, government agencies and law enforcement, and most importantly, with the communities we serve.

Our Philosophies – Integrated Policing and Community Policing

Our philosophies of **Integrated Policing** and **Community Policing** are critical in ensuring excellence in service and safe homes and safe communities. Our ability to integrate with other organizations with common priorities and goals enables us to maximize our resources, have a greater understanding of our local and international environments and increases our capacity to respond. Simply put, integration makes us more efficient and effective.

The RCMP vision of integration builds upon the Community Policing service delivery model, which has been the cornerstone of our operations for many years. Through this model, we proactively work with communities to identify, prioritize and solve problems. Community Policing reflects the partnership between the police and the community where we work together to prevent or resolve problems that affect homes and communities. Emphasis is placed on crime prevention and enforcement through increased community participation, coordinated problem solving, improved planning and public consultation.

A Commitment to Excellence in Service

We are committed to providing excellence in service to members of communities across Canada and to our partners in Canada and around the world. Everything that we do – our operational activities, our management strategies and our priorities – assists us in delivering on our commitments.

Our Strategic Priorities

Our priorities are carefully selected after rigorous scanning and analysis of the external environment. The selection of priorities allows us to strategically focus on enhancing public safety. Each priority has its own strategy and Balanced Scorecard which articulates the desired outcome and the objectives we must achieve in order to reach them. Each priority is championed by a Deputy Commissioner who leads a Strategic Priority Working Group, representing the programs responsible for each strategic objective, focused on ensuring the success of the strategy. Where appropriate, outside agencies participate on the Working Groups to facilitate inter-agency cooperation on similar strategic objectives.

In the 2006-2007 fiscal year, we addressed the five strategic priorities of: **Organized Crime, Terrorism, Youth, Economic Integrity** and **Aboriginal Communities**. As stated previously, each of our strategies has a strategic "outcome" – a desired end state:

- **Organized Crime:** Reduce the threat and impact of organized crime
- **Terrorism:** Reduce the threat of terrorist activity in Canada and abroad
- **Youth:** Reduce youth involvement in crime, both as victims and offenders
- **Economic Integrity:** Contribute to Canada's economic integrity through crime reduction
- **Aboriginal Communities:** Contribute to safer and healthier Aboriginal communities

Our Strategic Objectives

The following operational activities form the essence of the way we perform police work.

- **Prevention and Education:** Members of the RCMP are involved with a number of programs designed to prevent crime in our communities through both indirect and direct intervention. From school talks to youth initiatives to community plans, the goal of crime prevention programs is to target the root cause of criminal and antisocial behaviours. Reducing the fear of crime is a consideration in our operations
- **Intelligence:** We obtain information that we analyze and turn into criminal intelligence. We use this criminal intelligence as the basis for our operational and administrative decisions. This is the essence of the Operations Model approach
- **Investigation:** We conduct criminal investigations to uncover facts and determine the most appropriate action to take
- **Enforcement:** Enforcement means a continuum of actions designed to ensure public safety including, where applicable, laying charges or recommending alternative measures
- **Protection:** We provide general protection in cooperation with our partners to help keep Canadians and their communities safe and secure. We provide specific protection for internationally protected people and designated Canadians (Prime Minister, Governor General of Canada, etc.) and their residences/embassies. In addition, we provide air transportation security

Our Management Strategies

RCMP Management Strategies are adopted to ensure we are successful in meeting our priorities. They also ensure that we are effectively managing our resources and that our efforts are integrated.

- **Stewardship:** We are committed to managing effectively and efficiently all resources entrusted to us
- **Human Resources Renewal:** We are committed to attracting, developing and retaining the best people, and to manage them effectively in order to ensure operational readiness
- **Horizontal Management:** We will not work in "silos". We have adopted a cross-functional approach to ensure we manage our resources effectively and efficiently. We also benefit from one another's shared expertise (e.g., human resources, corporate management and comptrollership and information technology representatives working together)
- **Interoperability:** We ensure that the appropriate information is exchanged between the right people at the right time, with the proper levels of security and safeguards
- **International Cooperation:** We support Canada's foreign policy goals and promote national and international safety and security by maintaining strong global connections and international policing capacity
- **Performance Management:** We establish priorities, develop strategies, set targets, track performance and align work activities and processes to achieve organizational goals

Our Operating Environment

Context for Planning

RCMP plans and priorities are not developed in isolation; several key factors are considered. Through our rigorous scanning and analysis of the external environment and our own organization, the following elements were identified as key influences on our strategic planning cycle for the 2006-2007 fiscal year:

a) Integrated Policing

b) The Environmental Scan

c) RCMP Business Planning Process

d) Speech from the Throne

e) Budget 2006

f) External Factors – Challenges to Law Enforcement

g) Major Events

By taking these elements into consideration throughout our planning cycle, we were able to identify the strategic and management priorities that best allow us to focus on enhancing public safety, sustainable development and the effective and efficient operations of our organization.

a) Integrated Policing

Integrated Policing continued as a defining model for everything we do as part of our Strategic Framework. It means collaborating with our partners at all levels towards common purposes, shared values and priorities. This globalization of public safety and security is characterized by:

- Shared strategic priorities – devoting our resources to achieving common goals, with our actions based on the highest standards of transparency and accountability
- The free flow of intelligence – at all levels; within and between organizations and partners
- Interoperable systems – enabling "real-time" communications across organizations, borders and nations
- Seamless service delivery – eliminating fragmentation and duplication
- A need to leverage economies of scale – maximizing our individual and collective efforts

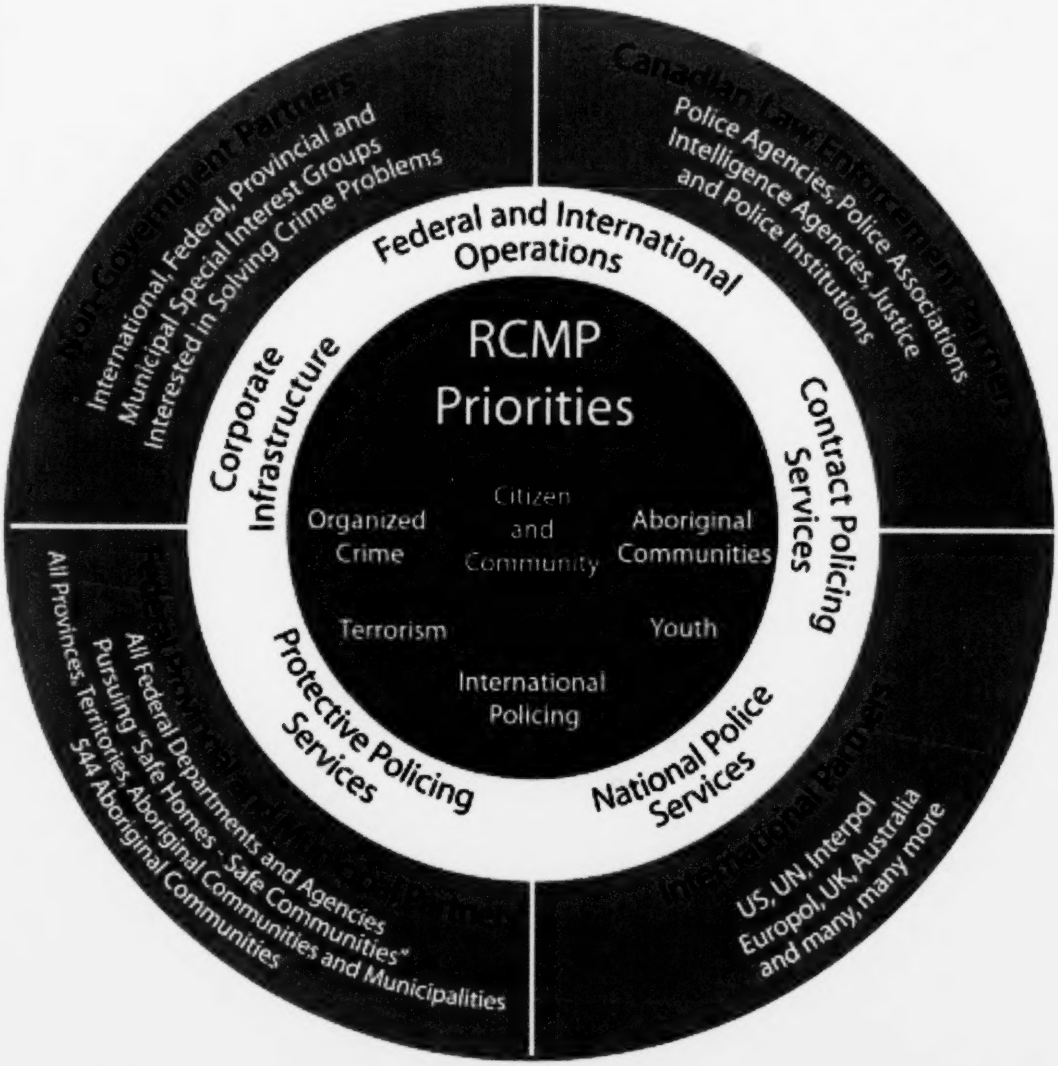
Last year, we reported on five key challenges to achieving increased integration. While we continued to make progress on overcoming these challenges, there is still much to be done before we reach our goal of total integration/interoperability. These challenges include:

- Developing an over-arching framework to focus international integration efforts
- Addressing the lack of interoperability among police organizations
- Ramping up our human, technological and infrastructure-related resources to match current and future needs
- Challenging the culture of our law enforcement and intelligence institutions which may hinder information sharing
- Building public confidence and understanding in what we do

The graphic on the next page captures the various elements of our Integrated Policing model including our partners and stakeholders, our program activities and our strategic priorities.

Integrated Policing

The following graphic captures the various elements of our Integrated Policing model including our partners and stakeholders, our program activities and our strategic priorities.


Non-Government Partners
International, Federal, Provincial and Municipal Special Interest Groups Interested in Solving Crime Problems
Canadian Law Enforcement Partners
Police Agencies, Police Associations Intelligence Agencies, Justice and Police Institutions
Federal and International Operations
Corporate Infrastructure
Contract Policing Services
RCMP Priorities
Organized Crime
Citizen and Community
Aboriginal Communities
Terrorism
Youth
International Policing
Protective Policing Services
National Police Services
All Federal Departments and Agencies Pursuing "Safe Homes - Safe Communities" All Provinces, Territories, Aboriginal Communities and Municipalities 544 Aboriginal Communities
International Partners
US, UN, Interpol Europol, UK, Australia and many, many more

b) The Environmental Scan

The RCMP conducts robust environmental scanning to identify emerging issues and trends at local, national and global levels. This information supports our senior managers in identifying key risks, challenges and opportunities, as part of our priority setting and business planning. For 2006-2007, the key environmental scanning elements continued to be:

- Demographics
- Society
- Economy
- Politics and Government
- Science and Technology
- Environment
- Public Safety and Security

We prepare detailed Environmental Scans every three years, and conduct a focused review on one or more particular areas of interest and importance to the RCMP on an annual basis. For the 2005 RCMP Feature Focus, we looked at the trends affecting economic crime and the potential risks to the Canadian marketplace and Canadians identified in the scan. As a result a new strategic priority was added for 2006-2007 – Economic Integrity.

c) RCMP Business Planning Process

The RCMP has a structured planning cycle. Using the latest environmental scan as a starting point, priorities are chosen and strategies are developed for those priorities. Using the Balanced Scorecard methodology, strategies are developed and aligned across the organization. Business plans are prepared at the division level and aggregated into program activity plans. In September 2006, the RCMP instituted Annual Performance Plans (APP) – originally referred to as Detachment Performance Plans – across the country. The APP initiative is an essential part of the RCMP's overall performance management framework, designed to enhance the capacity of individual detachments to plan, evaluate and manage their activities. It streamlines reporting requirements currently in place. The APP tool ensures: alignment at all levels of our organization with the RCMP's national priorities; a consistent application of performance management principles; the application of risk measurement; and consultation/dialogue with the communities we serve.

All business plans capture: an environmental scan; an identification of risks and mitigation strategies; an identification of unfunded pressures; initiatives aligned with critical objectives emanating from the strategic priorities; an articulation of initiatives in support of a division or program activity strategy; and a breakdown of all activities according to the Program Activity Architecture (PAA).

The Strategic Policy and Planning Directorate (SPPD) reviews the divisional and program activity plans to ensure corporate planning is aligned to operational priorities. Plans that do not support the organizational strategy are challenged and refined as necessary.

All identified unfunded pressures are supported by a comprehensive business case and approved at the Deputy Commissioner level. The collective pressures are then analyzed and prioritized using an RCMP-developed prioritization tool. This tool weighs the pressure against factors such as: public safety; alignment with government priorities; alignment with RCMP priorities; value for investment; and so on. This close examination results in a prioritized list of unfunded pressures for budgetary consideration.

d) Speech from the Throne

In the April 4, 2006, Speech from the Throne, the Government committed to tackling crime as one of its priorities, specifically the threat of gun, gang and drug violence.

Obviously, this commitment greatly impacts the RCMP. The government committed to proposing changes to the *Criminal Code* to provide tougher sentences for violent and repeat offenders, particularly those involved in weapons-related crimes. It also committed to helping to prevent crime by ensuring that there are more police on the street and improving the security of our borders. In addition, the Government committed to working with the provinces and territories to help communities provide hope and opportunity for our youth, and end the cycle of violence that can lead to broken lives and torn communities.

e) Budget 2006

In keeping with the commitments made in the Speech from the Throne, the Government earmarked significant funding specifically for the purpose of tackling crime.

A summary of the key funding announcements impacting the RCMP are:

- $161 million for 1,000 additional RCMP officers and federal prosecutors to focus on such law-enforcement priorities as drugs, corruption, gun smuggling and border security
- $37 million for the expansion of the RCMP's National Training Academy (Depot) to accommodate, train and subsequently increase the capacity of additional officers in the future
- $20 million for communities to prevent youth crime, with a particular focus on guns, gangs and drugs
- $15 million over two years to increase the ability of the RCMP to populate the National DNA Data Bank with DNA samples from a greater range of convicted offenders
- $64 million over two years for the Financial Transactions and Reports Analysis Centre of Canada, RCMP, Canada Border Services Agency (CBSA) and the Department of Justice (DOJ) to bolster existing capacities to combat money laundering and terrorist financing
- $9 million over two years for the RCMP to create Integrated Counterfeit Enforcement Teams (ICET) to conduct major counterfeiting investigations in Vancouver, Toronto and Montreal

f) External Factors – Challenges to Law Enforcement

- From a security and intelligence community perspective, including law enforcement, the events of September 11, 2001 moved national security issues high on the North American agenda and shaped responses to international threats as the United States and its partners pursued the war on terror. While terrorism remained the most pressing global threat, for billions of people, disease, civil war and natural disasters were, and continue to be, the primary risk to their safety and security
- Organized crime groups have become increasingly fluid and high tech, posing new and formidable challenges to law enforcement. The transnational and increasingly diffuse nature of threats has created stronger international connectivity and coordination. In an uncertain world, these realities challenge the RCMP as it fulfils its mandate for Safe Homes and Safe Communities
- Changing demographics and increasing expectations for service present ongoing human resource challenges. Recruitment remains a priority for the RCMP as it is committed to fulfilling its policing obligations
- While the global focus on addressing crime coupled with advancements in science and technology represent key drivers, specific trends in criminal activity have significant impacts for dedicated areas, which must galvanize resourcing strategies to address these emerging activities. These trends include the rising incidence of identity theft, cybercrime, illicit trade in arms, expanding child pornography markets, exploitation of vulnerabilities in information networks, and increasingly sophisticated tactics used by the criminally inclined
- Emerging government policies, priorities and legislation – and the growing expectations of both police and the public for increasingly rigorous processing and analysis of forensic evidence – represent additional challenges to provide responsive operational support

g) Major Events

More and more, the RCMP is tasked to support Canada's broader international profile as a leader on the world stage. This includes Canada's role as a host to other countries in the form of visiting dignitaries and delegations, conferences, meetings and other major public national and international events.

For example, for 2006-2007, this included:

- 2006 Royal Visit of Prince Edward to the Northwest Territories, British Columbia, Alberta and Saskatchewan
- 2006 UN Habitat World Urban Forum in Vancouver

Also, preparations are currently underway for future events such as:

- 2008 Sommet de la Francophonie in Québec City
- 2008 Papal Visit to Québec City
- 2010 Olympics and Paralympic Games in Vancouver/Whistler

Summary of RCMP Performance for 2006-2007

Alignment of RCMP Outcomes to Government of Canada Outcomes

The RCMP contributes directly to the Government of Canada's social agenda, specifically the Safe and Secure Communities outcome. The following graphic depicts the alignment of RCMP Strategic Outcomes to the Government of Canada's Safe and Secure Communities outcome:

Government of Canada Policy Area ⇒	**Canada's Social Foundations**
Government of Canada Outcome ⇒	**Safe and Secure Communities**
RCMP Strategic Outcomes ⇒ **(*as per PAA*)**	**Quality Federal Policing** **Quality Contract Policing** **Quality Policing Support**

The following tables provide a summary of the RCMP's performance for 2006-2007 in relation to commitments outlined in the 2006-2007 Report on Plans and Priorities. More detailed information is presented in Section II of this report.

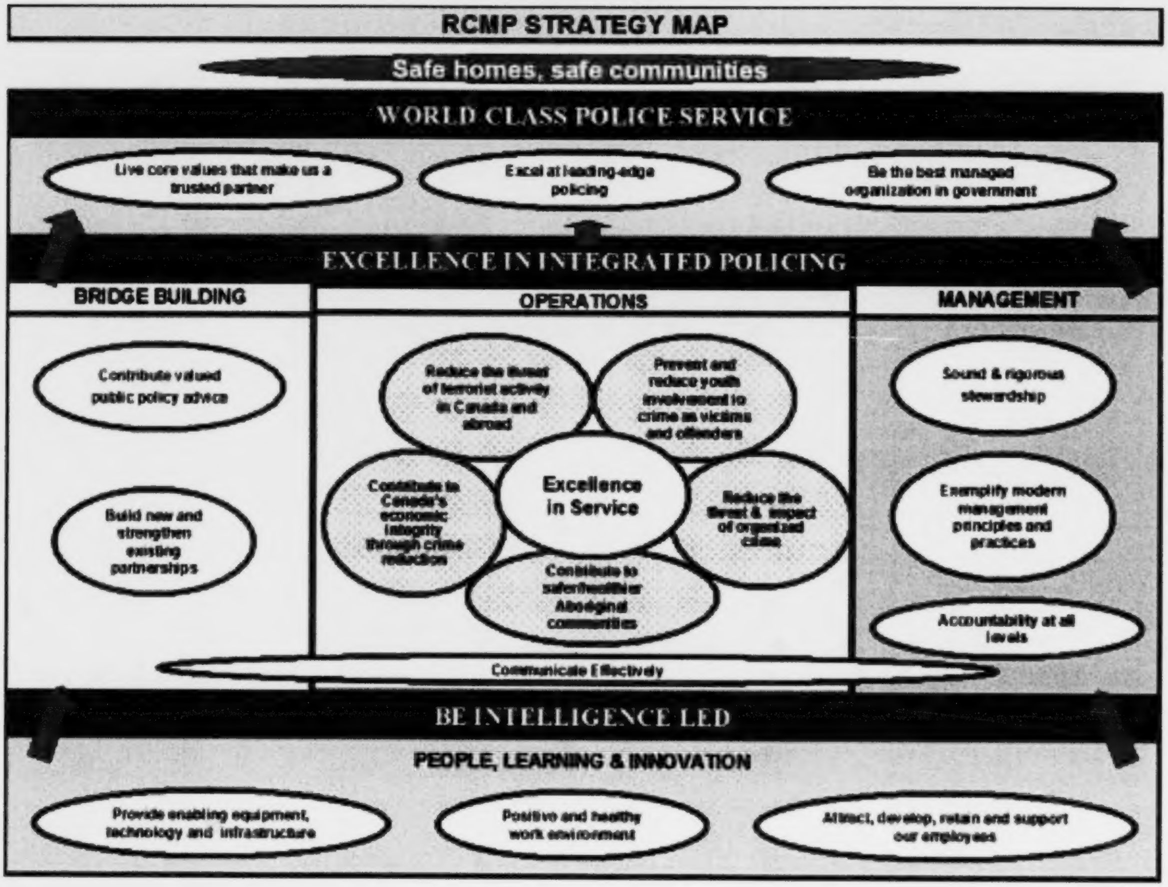
Status on Performance				Planned Spending ($ millions)	Actual Spending ($ millions)
Strategic Outcome: Quality Federal Policing					
Priority No. 1 Ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity	**Program Activity:** FIO Protective Policing **Expected Result:** • Reduced impact of organized crime • Reduced threat of terrorism • Safe and secure society	**Performance Status** From an Operational perspective, the RCMP delivered results towards the achievement of our Strategic Goal of Safe Homes and Safe Communities by successfully meeting or exceeding the targets set forth for *Quality Federal Policing* in our 2006-2007 Report on Plans and Priorities. Details are presented in Section II of this Performance Report.	**Supporting Program or Activity** FIO	$592.9	$626.0
			Protective Policing	$105.1	$108.9
Strategic Outcome: Quality Contract Policing					
Priority No. 1 Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation	**Program Activity:** CCAPS **Expected Result:** • Highest quality police services/ programs • Prevention and reduction of youth involvement in crime as victims and offenders • Safer and healthier Aboriginal communities	**Performance Status** From an Operational perspective, the RCMP delivered results towards the achievement of our Strategic Goal of Safe Homes and Safe Communities by successfully meeting or exceeding the targets set forth for *Quality Contract Policing* in our 2006-2007 Report on Plans and Priorities. Details are presented in Section II of this Performance Report.	**Supporting Program or Activity** CCAPS	$2,083.4	$2,140.7

Status on Performance				**Planned Spending ($ millions)***	**Actual Spending ($ millions)****
Strategic Outcome: Quality Policing Support					
Priority No. 1 Provide support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence-based policing services and programs	**Program Activity:** Criminal Intelligence Operations TechOps Policing Support Service National Police Services **Expected Result:** • Leading-edge policing and security technology • Comprehensive, real-time intelligence and threat assessments • Increased efficiency and effectiveness of policing • Timely & high quality scientific tools, techniques and information management technology • High quality learning, training opportunities and support	**Performance Status** From an Operational perspective, the RCMP delivered results towards the achievement of our Strategic Goal of Safe Homes and Safe Communities by successfully meeting or exceeding the targets set forth for *Quality Federal Policing* in our 2006-2007 Report on Plans and Priorities. Details are presented in Section II of this Performance Report.	**Supporting Program or Activity** Criminal Intelligence Operations	$70.3	$81.8
			TechOps	$174.2	$190.8
			Policing Support Services	$68.5	$84.0
			National Police Services	$149.7	170.9

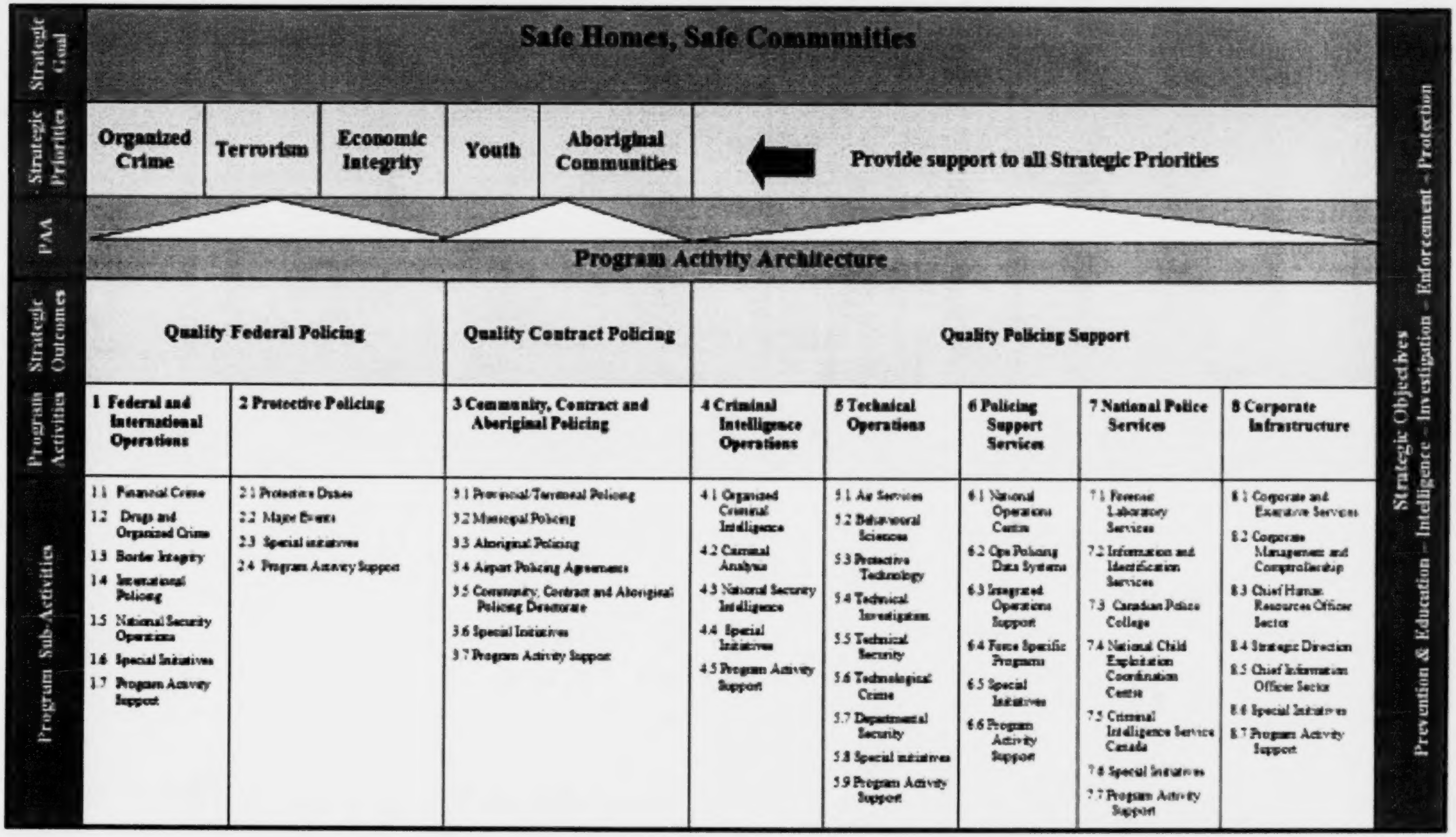
Note: * Planned Spending based on Main Estimates
** Actual Spending based on Main Estimates + in-year funding

Overview

The following strategy map and summary table captures our performance with respect to our strategic outcome, objectives and key performance goals for the 2006-2007 fiscal year.


RCMP STRATEGY MAP
Safe homes, safe communities
WORLD CLASS POLICE SERVICE
Live core values that make us a trusted partner
Excel at leading-edge policing
Be the best managed organization in government
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Contribute valued public policy advice
Build new and strengthen existing partnerships
Reduce the threat of terrorist activity in Canada and abroad
Prevent and reduce youth involvement in crime as victims and offenders
Excellence in Service
Contribute to Canada's economic integrity through crime reduction
Reduce the threat & impact of organized crime
Contribute to safer/healthier Aboriginal communities
Sound & rigorous stewardship
Exemplify modern management principles and practices
Accountability at all levels
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
Provide enabling equipment, technology and infrastructure
Positive and healthy work environment
Attract, develop, retain and support our employees

Summary of our Strategic Goal, Priorities and Outcomes

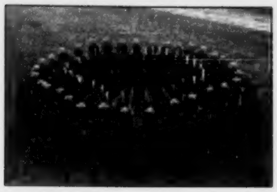


Strategic Goal	Safe Homes, Safe Communities								Strategic Objectives Prevention & Education – Intelligence – Investigation – Enforcement – Protection
Strategic Priorities	Organized Crime	Terrorism	Economic Integrity	Youth	Aboriginal Communities	Provide support to all Strategic Priorities			
PAA	Program Activity Architecture								
Strategic Outcomes	Quality Federal Policing		Quality Contract Policing	Quality Policing Support					
Program Activities	1 Federal and International Operations	2 Protective Policing	3 Community, Contract and Aboriginal Policing	4 Criminal Intelligence Operations	5 Technical Operations	6 Policing Support Services	7 National Police Services	8 Corporate Infrastructure	
Program Sub-Activities	1.1 Financial Crime 1.2 Drugs and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Operations 1.6 Special Initiatives 1.7 Program Activity Support	2.1 Protective Duties 2.2 Major Events 2.3 Special initiatives 2.4 Program Activity Support	3.1 Provincial/Territorial Policing 3.2 Municipal Policing 3.3 Aboriginal Policing 3.4 Airport Policing Agreements 3.5 Community, Contract and Aboriginal Policing Directorate 3.6 Special Initiatives 3.7 Program Activity Support	4.1 Organized Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Intelligence 4.4 Special Initiatives 4.5 Program Activity Support	5.1 Air Services 5.2 Behavioural Sciences 5.3 Protective Technology 5.4 Technical Investigation 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.8 Special initiatives 5.9 Program Activity Support	6.1 National Operations Centre 6.2 Ops Policing Data Systems 6.3 Integrated Operations Support 6.4 Force Specific Programs 6.5 Special Initiatives 6.6 Program Activity Support	7.1 Forensic Laboratory Services 7.2 Information and Identification Services 7.3 Canadian Police College 7.4 National Child Exploitation Coordination Centre 7.5 Criminal Intelligence Service Canada 7.6 Special Initiatives 7.7 Program Activity Support	8.1 Corporate and Executive Services 8.2 Corporate Management and Comptrollership 8.3 Chief Human Resources Officer Sector 8.4 Strategic Direction 8.5 Chief Information Officer Sector 8.6 Special Initiatives 8.7 Program Activity Support	

Summary of Departmental Strategic Goal

Strategic Goal	Outcome Statement	Supporting Strategic Outcomes	Key Performance Goals	Performance	Planned Spending ($ millions)*	Actual Spending ($ millions)**
					2006-2007	
Safe Homes and Safe Communities	To work towards providing safe homes, safe communities by addressing our strategic priorities in a way that is accountable, is guided by clear values, is intelligence-led, and is collaborative.	• Quality Federal Policing • Quality Contract Policing • Quality Policing Support	• Achieve 95% agreement amongst Canadians that the RCMP's contribution to ensuring safe homes and safe communities is important	2006: 97% 2007: 97%	$3,317.7	$3,557.3
			• Achieve 85% stakeholder satisfaction amongst Canadians with the RCMP's contribution to ensuring safe homes and safe communities	2006: 87% 2007: 86%		
			• Achieve 95% agreement amongst Canadians that the RCMP's services are important for Canada	2006: 98% 2007: 97%		
			• Achieve 85% agreement amongst Canadians that the RCMP places emphasis on providing good service	2006: 90% 2007: 89%		
		Supporting Strategic Priorities			**Planned FTEs**	**Actual FTEs**
					2006-2007	
		• Organized Crime • Terrorism • Youth • Economic Integrity • Aboriginal Communities	• Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role in reducing the impact of organized crime in Canada	2006: 89% 2007: 89%	26,079	24,786
			• Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role in reducing the threat of terrorist activity in Canada	2006: 84% 2007: 84%		
			• Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role in preventing and reducing youth involvement in crime	2006: 84% 2007: 83%		
			• Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role in contributing to the confidence in economic integrity in Canada	2006: 86% 2007: 84%		
			• Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role in contributing to safer and healthier Aboriginal communities	2006: 80% 2007: 80%		

Note: * Planned Spending based on Main Estimates
** Actual Spending based on Main Estimates + in-year funding



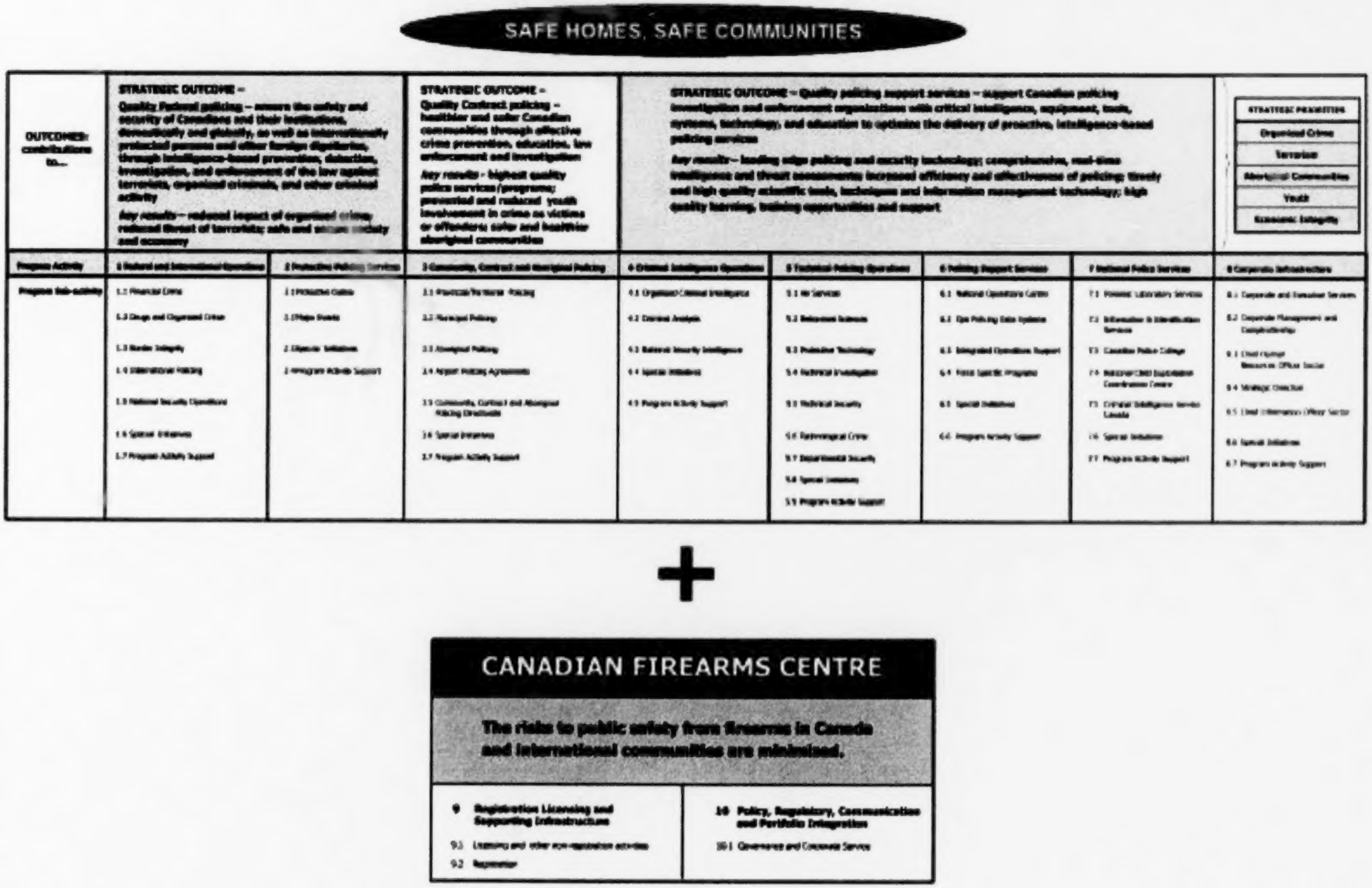
SECTION II: PERFORMANCE REPORT ON RCMP PROGRAM ACTIVITIES, BY STRATEGIC OUTCOMES AND STRATEGIC PRIORITIES

Performance Results for Departmental Strategic Outcomes and Strategic Priorities

Safe Homes and Safe Communities remains our overall goal. In order to provide safe homes and safe communities, we work across boundaries, both internally and externally, with our domestic and international partners. To ensure that we achieve our goal, we focus on both the Strategic Outcomes set out in our Program Activity Architecture (_Quality Federal Policing; Quality Contract Policing; and Quality Policing Support_) and on our five Strategic Priorities (_Organized Crime; Terrorism; Youth; Economic Integrity; and Aboriginal Communities_).

The following section provides a summary of our performance against the commitments set forth in our 2006-2007 Report on Plans and Priorities. The beginning of the section focuses on the progress made towards achieving our Strategic Outcomes, with the remainder focusing on the performance results achieved against the plans and priorities of our five Strategic Priorities.

Summary of our Strategic Goal, Priorities and Outcomes



OUTCOMES: contributions to...	STRATEGIC OUTCOME – Quality Federal policing – ensure the safety and security of Canadians and their institutions, domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigation, and enforcement of the law against terrorists, organized criminals, and other criminal activity Key results – reduced impact of organized crime; reduced threat of terrorists; safe and secure society and economy		STRATEGIC OUTCOME – Quality Contract policing – healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation Key results - highest quality police services/programs; prevented and reduced youth involvement in crime as victims or offenders; safer and healthier aboriginal communities	STRATEGIC OUTCOME – Quality policing support services – support Canadian policing investigation and enforcement organizations with critical intelligence, equipment, tools, systems, technology, and education to optimize the delivery of proactive, intelligence-based policing services Key results – leading edge policing and security technology; comprehensive, real-time intelligence and threat assessments; increased efficiency and effectiveness of policing; timely and high quality scientific tools, techniques and information management technology; high quality learning, training opportunities and support				STRATEGIC PRIORITIES Organized Crime Terrorism Aboriginal Communities Youth Economic Integrity
Program Activity	1 Federal and International Operations	2 Protective Policing Services	3 Community, Contract and Aboriginal Policing	4 Criminal Intelligence Operations	5 Technical Policing Operations	6 Policing Support Services	7 National Police Services	8 Corporate Infrastructure
Program Sub-activity	1.1 Financial Crime 1.2 Drugs and Organized Crime 1.3 Border Integrity 1.4 International Policing 1.5 National Security Operations 1.6 Special Initiatives 1.7 Program Activity Support	2.1 Protective Details 2.2 Major Events 2.3 Special Initiatives 2.4 Program Activity Support	3.1 Provincial/Territorial Policing 3.2 Municipal Policing 3.3 Aboriginal Policing 3.4 Airport Policing Agreements 3.5 Community, Contract and Aboriginal Policing Directorate 3.6 Special Initiatives 3.7 Program Activity Support	4.1 Organized/Criminal Intelligence 4.2 Criminal Analysis 4.3 National Security Intelligence 4.4 Special Initiatives 4.5 Program Activity Support	5.1 Air Services 5.2 Behavioural Sciences 5.3 Protective Technology 5.4 Technical Investigation 5.5 Technical Security 5.6 Technological Crime 5.7 Departmental Security 5.8 Special Initiatives 5.9 Program Activity Support	6.1 National Operations Centre 6.2 Ops Policing Data Systems 6.3 Integrated Operations Support 6.4 Force Specific Programs 6.5 Special Initiatives 6.6 Program Activity Support	7.1 Forensic Laboratory Services 7.2 Information & Identification Services 7.3 Canadian Police College 7.4 National Child Exploitation Coordination Centre 7.5 Criminal Intelligence Service Canada 7.6 Special Initiatives 7.7 Program Activity Support	8.1 Corporate and Executive Services 8.2 Corporate Management and Comptrollership 8.3 Chief Human Resources Officer Sector 8.4 Strategic Direction 8.5 Chief Information Officer Sector 8.6 Special Initiatives 8.7 Program Activity Support

+

CANADIAN FIREARMS CENTRE

The risks to public safety from firearms in Canada and international communities are minimized.

9 Registration Licensing and Supporting Infrastructure	10 Policy, Regulatory, Communication and Portfolio Integration
9.1 Licensing and other non-registration activities 9.2 Registration	10.1 Governance and Corporate Service

Quality Federal Policing

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
Quality Federal Policing	Ensuring the safety and security of Canadians and their institutions, both domestically and globally, as well as internationally protected persons and other foreign dignitaries, through intelligence-based prevention, detection, investigations and enforcement of laws against terrorism, organized crime and other criminal activity	• Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of reducing the threat of terrorism	2006: 84% 2007: 84%	1 – Federal and International Operations 2 – Protective Policing Services	$592.9 $105.1	$626.0 $108.9
		• Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of reducing the threat and impact of organized crime	2006: 89% 2007: 89%	**Supporting Program Activities (PAA)***	**Planned FTEs**	**Actual FTEs**
		• Achieve 85% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of contributing to the confidence in economic integrity	2006: 86% 2007: 84%	1 – Federal and International Operations 2 – Protective Policing Services	4,568 768	3,412 593

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates
*** Actual Spending based on Main Estimates + in-year funding

Key Results as listed in the 2006-2007 Report on Plans and Priorities

1. Reduced impact of organized crime
2. Reduced threat of terrorism
3. Safe and secure society

Progress towards meeting the key expected results for Quality Federal Policing:

1. *Reduced Impact of Organized Crime*

For Organized Crime specific performance information, please refer to the Organized Crime strategic priority presented later in this Section.

2. *Reduced Threat of Terrorism*

For Terrorism specific performance information, please refer to the Terrorism strategic priority presented later in this Section.

3. *Safe and Secure Society*

Progress Towards Achieving Key Results:

Protective Policing ensures a safe and secure society for Canadians by ensuring the safety of high-profile sites and people. National security interests, Canadian government executives, the foreign diplomatic community serving within Canada, and the general public are all safeguarded by RCMP Protective Policing. Protective Policing has greatly enhanced their contributions to the intelligence process used to determine potential threats to the people and sites under RCMP protection; for example:

- The expansion of General Duty Protective members activities in support of gathering information during routine patrols
- Criminal intelligence gathering and real-time sharing of information within the aviation industry by Aircraft Protective Officers (APO)
- Improved counter-surveillance practices in the Prime Minister's Protection Detail (PMPD)

Partnerships with municipal and provincial police partners, DND, Foreign Affairs, and many other government departments, as well as international policing and security agencies, have been fostered through joint operations, sharing of best practices, shared training and active consultation.

All people, sites and flights under the protection of the RCMP were free from terrorist or criminal violence in 2006-2007. Protective Policing provided services to:

- The Canadian Prime Minister for countless engagements within the National Capital Region as well as 98 domestic and 13 international trips
- The Canadian Governor General for 68 domestic and international trips
- 344 Internationally Protected Persons (IPPs) who visited Canada
- Designated flights by Canadian air carriers
- 126 foreign missions within the NCR, serving a community of 5,000 foreign diplomats
- Security and consultative services for 24 events within Canada and abroad, including: several Ministerial conferences in Canada; international conferences; two Royal visits; the World Urban Forum in Vancouver; the 2006 Commonwealth games in Melbourne Australia; and the 2006 Olympic and Paralympic games in Turin, Italy
- 14 IPPs visiting Canada requiring enhanced high-level security
- 15 persons designated by the Minister as requiring protection

The Canadian Air Carrier Protective Program (CACPP) hosted the 2006 International Air Marshal Conference, an assembly of 22 nations in a key bridge-building experience. This annual conference fosters the exchange of best practices, ranging from tactics to general aviation security and is a key event relative to the sharing of information amongst air carrier protection programs worldwide.

The collaborative environment among the nations assembled at the conference allowed the CACPP to create the International In-Flight Security Officer Committee (IIFSOC) – a voluntary assembly of partners committed to the support of International In-Flight Security Officers (IFSOs). At an IIFSOC meeting held in London, UK, a CACPP representative was elected as Chair of this Committee for a period of one year. Through this important role, Protective Policing plans to continue its support of international collaboration and standards for civil aviation protection programs.

Drugs & Organized Crime Awareness Service (DOCAS) ensures a safe and secure society for Canadians by enhancing the public's knowledge on drugs and organized crime and their related issues.

DOCAS is coordinated by specialized trained members at the national, provincial and territorial levels. These members work in partnership with government and non-government agencies, other police agencies, private organizations and other community groups to provide key initiatives in schools, communities and workplaces. They are committed to the following:

- Promoting the benefits of a lifestyle free of substance abuse
- Providing leadership, training, programs and coordination on substance abuse issues
- Educating law enforcement and the Canadian public on the effects and impacts of organized crime on their personal, family and professional lives
- Reducing the demand for illicit drugs

DOCAS promotes partnerships with community groups, health and addictions organizations, public and private sector agencies, and other police services to address specific drugs and organized crime awareness needs of Canadians.

DOCAS provides a service which includes two components: drug awareness and organized crime awareness. Under the drug awareness umbrella, the service has implemented demand reduction initiatives by working with and mobilizing community partners on substance abuse related issues. Under the organized crime awareness umbrella, DOCAS creates, identifies and shares initiatives utilized by the RCMP and other agencies to combat organized crime.

DOCAS is striving to educate law enforcement and the general public on specific aspects of organized crime.

The goal of DOCAS is to assist in enlightening the Canadian police community and the public on the impacts of drugs and organized crime and ways to reduce that impact. By reducing the demand of illicit drugs and victimization of organized crime, DOCAS assists Canadians in reducing the many impacts of drugs and organized crime on communities across the country.

Planned Improvements:

Protective Policing operating procedures, security measures and business practices are under constant review to ensure that our clients are provided with appropriate and effective protection services.

Planned improvements include:

- Increased integration within Operations
- Enhancement of a Major Events planning template
- Establishment of a broader operational planning framework
- A program review to improve efficiency and establish a solid accountability framework

Quality Contract Policing

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Performance	Supporting Program Actitvities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
Quality Contract Policing	Healthier and safer Canadian communities through effective crime prevention, education, law enforcement and investigation	• Achieve 80% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of contributing to safe and healthier Aboriginal communities	2006: 80% 2007: 80%	3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
		• Achieve 84% agreement amongst Canadians that the RCMP plays a valuable role/fulfills its strategic priority of preventing and reducing youth involvement in crime as victims and offenders	2006: 84% 2007: 83%	**Supporting Program Activities (PAA)***	**Planned FTEs**	**Actual FTEs**
				3 – Community, Contract and Aboriginal Policing	13,610	12,941

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates
*** Actual Spending based on Main Estimates + in-year funding

Progress towards meeting the key expected results for Quality Contract Policing:

1. Highest quality police services/programs
2. Prevention and reduction of youth involvement in crime as victims and offenders
3. Safer and healthier Aboriginal communities

1. Highest Quality Police Services/Programs

The Canadian public expects to be treated in a professional and bias-free manner and for their concerns to be taken into consideration when developing solutions. Fulfilling these demands is the essence of community policing, that is, to provide consultation and different perspectives to effectively mobilize the community to achieve mutual goals. While demanding that the police be proactive in developing solutions, the public also expects a responsive service to have the right resources, at the right place and at the right time. Canadians rightfully expect a timely response to calls for service and for justice to be served through our actions.

In 2006-2007, Contract Policing delivered "uniformed" policing services to eight provinces, three territories, 200 municipalities, and over 544 Aboriginal communities. Fulfilling our mandate to prevent crime, investigate, and enforce the law, as well as to protect life and property, Contract Policing resources responded to approximately three million calls for service.

In addition, the RCMP contributes to the mandates of other government departments by:

- Reinforcing Arctic sovereignty
- Promoting healthier communities through ongoing partnerships with Health Canada (HC) and various provincial/territorial agencies
- Providing education and awareness on constitutional rights in conjunction with other departments such as the Office of the Federal Interlocutor on Métis Harvesting Rights
- Mobilizing resources to respond to provincial/territorial emergencies such as the redeployment of Alberta, Saskatchewan and Manitoba RCMP resources to ensure public safety was not compromised during the Saskatchewan Public Service Strike in December 2006

Canadian demographics and crime trends continue to change. Increased migration from rural to urban areas has impacted small communities and their ability to attract or maintain key services. At the same time, policing in urban communities is increasingly complex, as changing values, traditions and language impact policing duties. The value of the RCMP's contract policing model is our ability to provide effective services to this broad spectrum, responding to the unique circumstances of diverse communities, large and small. Crime trends such as an increase in violent youth crime, technological crimes and drug and alcohol dependency highlight the need for interagency response.

Provincial/Territorial policing continued to form productive partnerships in 2006 by creating or expanding new service delivery models formulated in consultation with our contract partners, integrated tactical units and working groups such as Drug Recognition Experts, National Incident Command and Public Order Working Groups, Historical Case Units and various specialized teams. We also refined our ability to share information across jurisdictions with compatibility mechanisms through our Operational Records Management Systems. Contract Policing anticipates, influences and responds to evolving needs, broadening outreach, prevention and response activities that span our business lines and jurisdiction.

In 2006-2007, work continued on integration, primarily with the continued roll-out and improvements to Police Reporting and Occurrence System (PROS), mobile PROS and its counterpart Police Records Information Management Environment of British Columbia (PRIME BC), linking databases so that information can be retrieved from a number of systems. Our goal is to ensure maximum use of compatible systems by the Canadian police and law enforcement community to make sure that information is accessible and available to those that need it in a timely manner.

Consultation and engagement were at the forefront of community policing where plans to address the number one Youth and/or Aboriginal issue were implemented for a second year across the country. These community plans were instrumental in raising the level of local involvement and in identifying key risk and protective factors where communities may need to focus to address root causes. (See analyses under the Youth and Aboriginal Communities strategic priorities for specifics)

The analysis of over 400 Aboriginal plans, 700 youth plans, 14 divisional business plans and joint priorities of contract partners, as well as the public policy agenda at the national level, provided the focus for Community, Contract and Aboriginal Policing Services (CCAPS) in 2006-2007.

In British Columbia, the RCMP began an ambitious Crime Reduction Program focused on using a tactical path to achieve objectives, including a focus on apprehension and management of prolific and priority offenders, on mitigating hotspots using evidence and, on attacking the causes of crime. British Columbia is prepared to mandate community collaboration with key agencies based on a crime reduction model and is looking for federal leadership to ensure the horizontal partnerships are in place to surround their enforcement strategy. In 2006, the province invested funding into targeted enforcement at five RCMP pilot sites: Surrey, Coquitlam, Fraser Lake, Penticton and Port McNeil.

The significant and immediate outcomes of the Crime Reduction Strategy in British Columbia provide the clearest example of success. With a strategic focus on prolific offenders, whereby a small number of offenders typically account for a large proportion of crime [e.g., in Comox Valley 4.5% of offenders committed 23% of known property crime (summer 2006) and the top 9 of 443 offenders committed 16% of crimes], the results of this approach are impressive.

What has been accomplished so far?

- Notable local gains in pilot sites especially regarding property crimes; drops of 10% – 40% for certain targeted crimes
- Broad police and client awareness and support
- Frontline restructuring and analytical capacity
- From 2003 to 2006:
    - Commercial Break & Enters reduced by 12%
    - Property crime reduced by 14%
    - Motor vehicle theft reduced by 38%

This British Columbia project has led to a national focus on a Public Safety and Crime Reduction Strategy, which is premised on a few guiding principles:

- Focus – on specific crime, location or offender
- Simplicity – of design and execution
- Coordination – of partners and process
- Intervention – a continuum of action including prevention, enforcement and rehabilitation

This strategic approach is about early crime prevention, early intervention where people are at risk, rapid enforcement action and the provision of support, rehabilitation and resettlement to victims and offenders. With strong leadership, engagement with other federal/provincial/territorial/municipal governments and Aboriginal communities across Canada, crime reduction efforts can have a significant impact on reducing crime within a constrained timeframe. The RCMP has partnered with Public Safety Canada (PS), Health Canada (HC), Department of Justice (DOJ) and is working to expand the sustainability of this initiative.

Public policy involvement at the national level was focused on building partnerships with key federal departments and national organizations to ensure a coordinated approach to important issues such as family violence, road safety, Aboriginal issues, emergency response protocols and interoperability. This perspective extended to provincial/territorial levels as well, as evidenced by our partnership with Newfoundland Provincial Health to provide joint education and awareness on Fetal Alcohol Syndrome and its impact on individuals and communities.

In Alberta, multi-jurisdictional teams were formed to address high risk communities with an emphasis on supporting Drug-Endangered Children. On November 1, 2006, Alberta became the first Canadian province to pass legislation giving police the authority to charge parents with exposing their children to drugs. Under the *Drug Endangered Children Act*, police can seize and hold for two days children found living in homes where drugs are produced or sold. The RCMP in Alberta, alongside Alberta municipal police services (Edmonton and Calgary) received training on how to investigate drug-endangered children. They were taught how to recognize environmental signs that a child is drug-endangered, and interviewing techniques to ensure drug-endangered children don't experience unnecessary stress or cause them to fear their parents or guardians. This training increases police officers' awareness of the new tool available to ensure the well-being of drug-endangered children.

The Pipeline/Convoy/Jetway Annual Report for 2006 reveals that:

- 1,129 persons from 40 different law enforcement agencies received RCMP-led training during the year
- More than $163M worth of drugs and contraband and more than $9M in cash were seized as a result of this interdiction program

In 2006, in order to allow the general public to become familiar with the work carried out by the RCMP, the Ride-Along program was reviewed and updated.

The new program, known as the Police Observer Program, will:

- Increase community access to the RCMP
- Allow community leaders to learn about the pressures faced by RCMP members and detachments
- Serve as a potential recruitment tool

The expertise within provincial/territorial policing was felt internationally as divisional, detachment and CCAPS resources traveled internationally to provide advice, guidance and support in areas ranging from Crime Stoppers, to crisis negotiation, to community policing, to support to foreign missions and specialized teams including deployment of three members to Afghanistan to provide RCMP expertise in rebuilding the country and its infrastructure.

Planned Improvements:

- Contract Policing's vision of a dynamic, flexible organization, reflective of the communities we serve, accountable and operationalized to meet the needs of provinces, territories, municipalities and Aboriginal communities remains unchanged for 2007
- Contract Policing will continue to adapt to our changing environment. We will engage the communities we serve, and by doing so early, we will gain support for mutual objectives. We acknowledge the fiscal realities, the emergence of alternate service delivery, competitive public and private policing and are incorporating these factors into our service delivery models
- Our continued focus for 2007-2008 will be to strengthen the collective efforts at the national, divisional and local levels to respond effectively to issues enhancing the stability and security of communities and individuals

2. Prevention & Reduction of Youth Involvement in Crime as Victims and Offenders

For Youth specific performance information, please refer to the Youth strategic priority presented later in this Section.

3. Safer and Healthier Aboriginal Communities

For Aboriginal Communities specific performance information, please refer to the Aboriginal strategic priority presented later in this Section.

Quality Policing Support

Summary of Departmental Strategic Outcomes as per Program Activity Architecture

Strategic Outcome	Outcome Statement	Key Performance Goals	Performance
Quality Policing Support	Support to Canadian policing investigations and enforcement organizations through critical intelligence, equipment, tools, systems, technology and education to optimize the delivery of proactive, intelligence	• Achieve 75% partner satisfaction with RCMP contributions and collaboration	2006: 82% 2007: 90%
		• Achieve 75% stakeholder satisfaction with the timeliness and quality of RCMP responses	2006: 69% 2007: 63%
		• Achieve 75% stakeholder satisfaction that the RCMP provides appropriate protocols to ensure an integrated and rapid response in evolving situations	2006: 68% 2007: 69%
		• Achieve 75% stakeholder satisfaction of the effectiveness of RCMP technology and investigative techniques	2006: 79% 2007: 78%
		• Achieve 75% stakeholder satisfaction of the accuracy and comprehensive ness of RCMP information and intelligence	2006: accuracy: 71% comprehensive: 65% 2007: accuracy: 72% comprehensive: 74%
		• Achieve 75% stakeholder satisfaction that the RCMP provides valuable support and services to the IM/IT client community	2006: 57% 2007: 71%
		• Achieve 75% stakeholder satisfaction that the RCMP is a valued leader in the development of IM/IT solutions for interoperability	2006: 53% 2007: 66%

Supporting Program Actitvities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
4 – Criminal Intelligence Operations	$70.3	$81.8
5 – Technical Policing Operations	$174.2	$190.8
6 – Policing Support Services	$68.5	$84.0
7 – National Police Services	$149.7	$170.9

Supporting Program Activities (PAA)*	Planned FTEs	Actual FTEs
4 – Criminal Intelligence Operations	547	509
5 – Technical Policing Operations	1,164	1,073
6 – Policing Support Services	326	438
7 – National Police Services	1,266	1,127

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates
*** Actual Spending based on Main Estimates + in-year funding

Progress towards meeting the key expected results for Quality Policing Support:

1. Leading-edge policing and security technology
2. Comprehensive, real-time intelligence and threat assessments
3. Increased efficiency and effectiveness of policing
4. Timely and high quality scientific tools, techniques and information management technology
5. High quality learning and training opportunities and support

The RCMP's National Police Services (NPS) is the largest and often sole provider of essential specialized investigational support services to over 500 law enforcement and criminal justice agencies across Canada. This includes the forensic analysis of criminal evidence, criminal records information, identification services, technological support, enhanced learning opportunities, and collection and analysis of criminal information and intelligence.

NPS represents numerous centres of expertise that provide highly sophisticated and comprehensive investigational support. By its very nature, NPS encourages national cohesiveness across jurisdictions by providing an integrated group of police information, technical and training services to the law enforcement communities throughout Canada and around the world.

Effective criminal investigations continually demand new and more complex investigative techniques. This requires NPS to remain current and relevant to ensure that services are the best and most efficient.

1. Leading-Edge Policing and Security Technology

NPS pursues leading-edge initiatives on behalf of the Canadian and international law enforcement community. A representative description of achievements in the areas of emerging and increasing demands for services, leadership in national and international law enforcement practices, and security will illustrate the breadth of NPS contributions.

A significant accomplishment in 2006 was achieved through computer forensic analysis of technological devices which provided corroborating evidence to a major international terrorist investigation. This information resulted in the arrest of a terrorist cell that was plotting terrorism in Canada.

The increasingly violent nature of child sexual exploitation images, the targeting of younger victims, and the intense abuse they suffer, demand not only that perpetrators be brought to justice, but that victims be identified and removed from further exploitation. The National Child Exploitation Coordination Centre (NCECC) Victim Identification Unit develops methods to identify and locate victims of Internet-facilitated child sexual exploitation. As of March 2007, approximately 216 Canadian and numerous international child victims of Internet-facilitated sexual exploitation were identified by Canadian law enforcement agencies, often in collaboration with the NCECC.

The NCECC is developing the Canadian Image Database of Exploited Children (CIDBEC) that will allow police to search a repository of child sexual abuse images to identify victims and suspects. The NCECC has also partnered with G8 countries and Interpol in the development of the International Child Sexual Exploitation Database, which will facilitate and promote international cooperation with functionality similar to CIDBEC.

The use of the Child Exploitation Tracking System (CETS) was further expanded in 2006-2007 and was used in over 6,000 Canadian investigations. This interoperable, relational database was collaboratively developed by Microsoft, the Toronto Police Service and the NCECC, and includes information that enables investigators to create links between on-line sexual exploitation investigations. As its national host, the NCECC led the national roll-out of CETS. The 37 participating police agencies can now search and share intelligence regarding on-line child abuse regardless of jurisdiction and in a timely and secure manner.

NCECC investigators were trained in the areas of Covert Operations, Major Case Management, Victim Identification, as well as multi-jurisdictional, international files. As a result, the Centre has increased its capability to apprehend suspects, prevent criminal acts and rescue young victims.

The Violent Crime Linkage Analysis System (ViCLAS) is an RCMP-developed system, which creates associations between criminal patterns in sexual crimes, assaults, homicides, missing persons, non-parental abductions, child luring, and child sexual exploitation, which may help to identify suspects. The release of the ViCLAS Version 4 E-Booklet in 2006-2007 allows the direct entry of data into the system increasing efficiency, data quality and timeliness of data entry. In 2007-2008, an interface is being developed between ViCLAS and the Police Reporting Occurrence System (PROS) to enable the extraction of data directly into ViCLAS (one-time data entry), reducing duplication of time and effort and ensuring data quality.

Mandated through the *Sex Offender Information Registration Act*, the National Sex Offender Registry (NSOR) is a national database developed and maintained by the RCMP; it currently contains information on 15,000 convicted sex offenders available to all accredited Canadian law enforcement agencies. The NSOR assists police investigating crimes of a sexual nature, and is particularly effective to identify and prosecute sexual predators when used in conjunction with ViCLAS and Geographic/Criminal Profiling. The RCMP has been working with PS, DOJ, and the Federal/Provincial/Territorial High Risk Offender Working Group to amend existing legislation to increase NSOR's effectiveness.

Bill S-3 (*An Act to Amend the National Defence Act, the Criminal Code, the Sex Offender Information Registration Act and the Criminal Records Act*) was passed in March 2007 and is expected to come into force in January 2008. The Act will authorize the inclusion of persons convicted of designated offences under the *National Defence Act*, and the addition of new administrative fields to the database. It will also facilitate disclosure to the Crown and allow for data comparison for compliance purposes. The RCMP is working with the Department of National Defence (DND) to integrate these changes into the NSOR program.

The RCMP has developed a toolkit to facilitate the forensic digital analysis of cellular phones. New designs for Radio Frequency (RF) Tents will permit the safe acquisition of data from seized cellular telephones and communications devices.

Work is ongoing with international police partners to address security and access issues, and specifically, proposed changes to police access to data in the WHOIS databases (*an Internet search command that provides technical contact information and other details about a domain nameholder*) of registries around the world and in Canada. The proposed changes will have a profound negative impact on law enforcement investigations on the Internet. Efforts have been directed at increasing stakeholder awareness and working with Industry Canada to address the issue at the Internet Corporation of Assigned Names and Numbers. RCMP representatives have been invited to join a working group examining this issue.

The RCMP is working with the Canadian Association of Chiefs of Police (CACP) Electronic Crimes Committee to develop a Botnet (*instances where numerous computers are compromised*) strategy as a priority operational project for 2007-2008. Internationally, the G8 High Tech Crime Sub-group identified Botnets as a project item and will be conducting a Botnets tabletop exercise to raise awareness of the international Botnets threat and risk environment and developing a "best practice" document for law enforcement.

During 2006-2007, the RCMP increased its participation in emergency preparedness initiatives in support of the larger federal government mandate. RCMP Air Services entered into a Memorandum of Understanding (MOU) with the Public Health Agency Canada (PHAC) to jointly address emerging issues such as transportation of personnel, equipment, antivirals and vaccines in cases of pandemic preparedness and management. To ensure effective support of the activities identified in the MOU, all Air Services personnel, who may be involved in activities related to this agreement, have received awareness training in compliance with Occupational Health and Safety regulations.

The RCMP also continued to participate in the development of proposed legislation to compel telecommunications service providers to build interception capability into their networks. This legislation is designed to ensure that law enforcement and national security agencies can effect lawful intercepts in a timely and cost effective manner. The legislative package is expected to be re-tabled in 2007-2008.

Specialized equipment, acquired by the RCMP for the "on-site identification of biological substances", was deployed to regional personnel. The RCMP, in conjunction with PHAC, provided training for the operation of the equipment to use on suspicious powder calls in the field and has now embarked on a quarterly "Proficiency Program" with PHAC.

The Pre-Employment Polygraph (PEP) process was implemented in November 2005 to screen all RCMP officer applicants. In 2006-2007, 2,642 applicants were tested and the results help ensure that the RCMP accepts the best possible candidates. Fourteen additional positions were created in the Truth

Verification Unit to handle the increased polygraph usage, almost doubling the number of employees in the Unit.

2. Comprehensive, Real-Time Intelligence and Threat Assessments

Criminal Intelligence Service Canada (CISC) shares intelligence with Canadian law enforcement agencies to support their response to the threat of organized and serious crime. During 2006-2007, CISC delivered 21 intelligence assessments to municipal, provincial and federal law enforcement leaders and government officials to enable them to make informed decisions when developing policies and strategies to address this type of criminal activity.

CISC established a national Automated Criminal Intelligence Information System (ACIIS) Governance Committee, representing Canada's law enforcement community, to provide direction on ensuring ACIIS remains current, and to develop the future national criminal intelligence system. Three sub-committees are focused on the development of user requirements, researching relevant technological solutions and enhancing ACIIS policy.

CISC also completed Phase I and approved the development of Phase II of the Canadian Criminal Intelligence Model, a business process for integrating all elements of the criminal intelligence process within law enforcement in Canada.

CISC won three international awards in 2006:

- Two Professional Service Awards from the International Association of Law Enforcement Intelligence Analysts in 2006:
    - The Director General, CISC – for executive leadership in support of intelligence analysis
    - The CISC Annual Public Report on Organized Crime – for excellence in national-level publications
- The Webber Seavey Award for Quality in Law Enforcement from the International Association of Chiefs of Police

NPS also provides intelligence and threat assessments through the Behavioural Science program in which criminal profilers prepare comprehensive assessments of threats against persons, organizations or property (e.g., threats against/concerning: terrorism, stalkers, and school and workplace violence). This analysis provides key insights into managing the risks associated to any given situation. In 2006-2007, NPS criminal profilers conducted or contributed to 33 threat assessments and provided lectures and training to other police/professional groups on the assessments of risk and threats. The Threat and Management Understudy Program, currently under development, will formalize training needs for police threat assessment specialists.

3. Increased Efficiency and Effectiveness of Policing

NPS continuously monitors, evaluates and enhances its services in response to client and stakeholder needs. Forensic DNA analysis is one of the most demanded services due to its validity as an investigative tool in identifying suspects and eliminating the innocent as suspects, and helping police to focus their investigations.

The introduction of a re-engineered DNA analytical process was completed in 2006-2007 and significantly improved capacity to analyze DNA cases. A new case management system was utilized, which includes a National Case Manager and the concept of prioritizing routine cases by placing precedence on the most serious, violent crimes against the person for processing priority. (Previously, routine cases were processed on a first come – first served basis). All urgent DNA crime scene cases were completed within the 15-day goal established by the RCMP for these cases. Non-suspect Break and Enter DNA cases continued to be processed with a high percentage of hits (54%), either to the Convicted Offenders Index (21%) or the Crime Scene Index (33%) of the National DNA Data Bank (NDDB). The NDDB provided a greater proportion of investigative leads to Break and Enter cases and to other crimes associated with the offender than in previous years.

- **The Central Repository of Criminal Records holds 4 million records, supported by an additional 36 million documents**
- **Approximately 500,000 criminal fingerprint submissions are received annually, of which 112,000 are new records**

In 2006-2007, the fingerprint/criminal record backlogs were reduced by 43,000 files – a 26% reduction. The backlog efforts continue in preparation for the automated, streamlined process to be delivered through the Real Time Identification (RTID) project.

RTID re-engineers systems and processes used for fingerprint identification, civil clearances and criminal records maintenance and allows the paperless electronic transmission and storage of fingerprints. Turnaround times will be reduced from weeks and months to hours and days. March 25, 2007, saw the release of a new Automated Fingerprint Identification System (AFIS) and the development of an infrastructure to permit electronic fingerprint submissions. This introduced the first operational efficiencies to users of the NPS Canadian Criminal Real Time Identification Services (CCRTIS) fingerprint identification and criminal records services.

The Canadian Integrated Ballistic Identification Network (CIBIN) capacity was increased in response to increasing demands for ballistic identification. This has been fuelled partly by public firearms-related violence and by the clear benefit of a national database that can associate ballistic information from crimes across Canada. Canada and the US use the same technology to compare fired bullets and cartridge cases collected.

During 2006-2007, the RCMP signed an MOU with the US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to allow the electronic exchange of information between CIBIN and the US National Integrated Ballistic Information Network (NIBIN). This exchange will assist police investigators to detect and investigate cross-border crimes involving firearms.

CIBIN currently has six Integrated Ballistic Identification System (IBIS) units with two instruments operated in partnership with the Quebec and Ontario forensic laboratories. Three of the IBIS units were obtained through the Investments to Combat the Criminal Use of Firearms (ICCUF) initiative.

The RCMP Firearms Support Services also provides a firearms tracing service to all law enforcement agencies in Canada. This service is facilitated in North America by the use of the e-trace system of the ATF and globally through Interpol.

- Urgent DNA cases were processed within the 15 day target, with an average response time of 11 days (See the following Table for detailed FLS statistics)
- The fingerprint and criminal record backlog was reduced by a further 26% (43,000 cases) from the previous year
- Urgent latent prints were processed immediately, while routine latent prints were completed in less than a week, an improvement from last year's two weeks
- As of March 31, 2007, CIBIN accumulated a total of 517 "hits" since its inception, all connecting firearms to crimes or linking crime scenes. There are now over 18,600 individual bullets and cartridges entered into the system

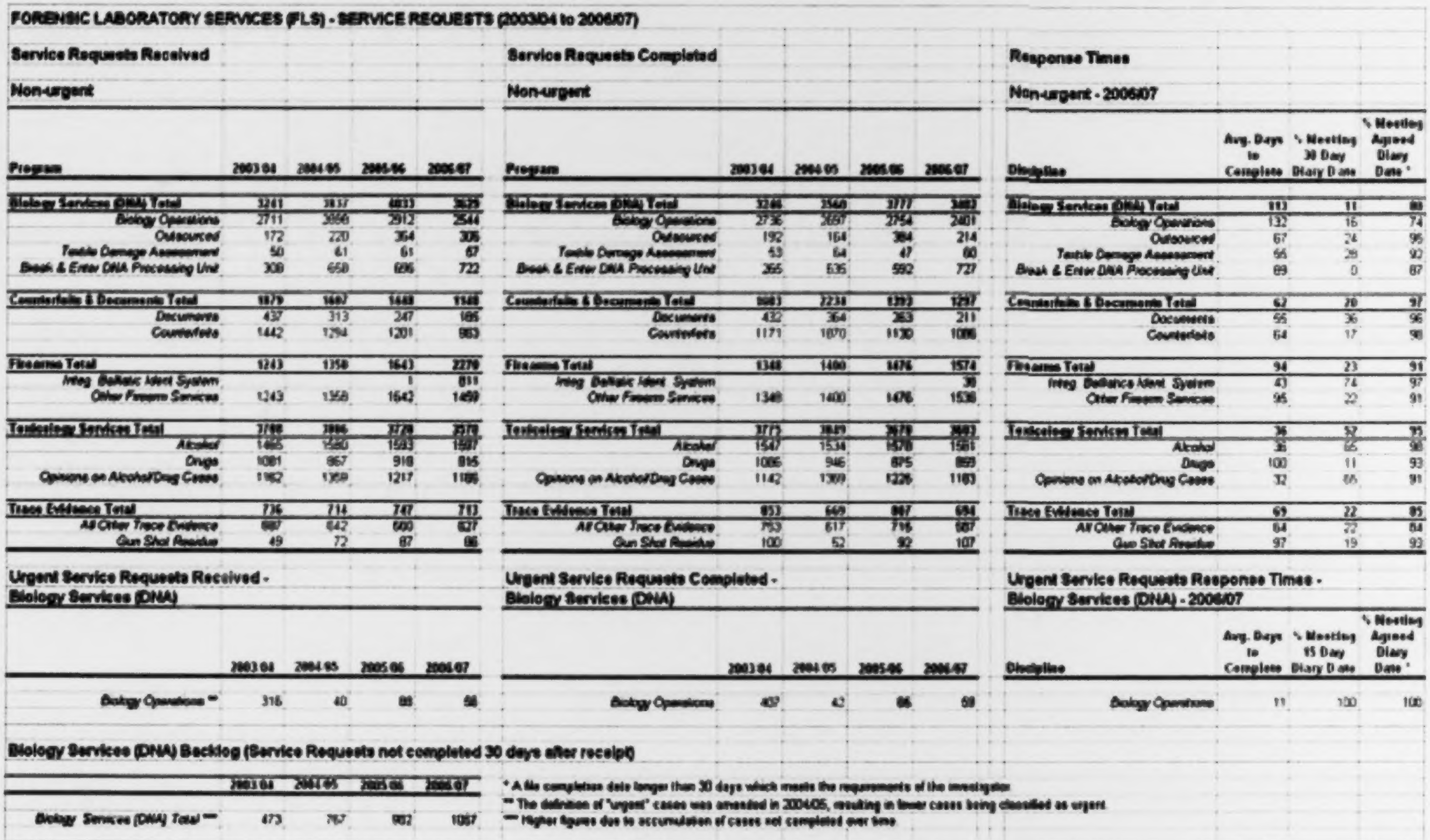
Report of the Auditor General of Canada, Chapter 7 – Management of Forensic Laboratory Services (May 2007)

The following information is provided in response to recommendation 7.87 contained in the Report of the Auditor General of Canada, Chapter 7 – Management of Forensic Laboratory Services (May 2007). This audit recommended the RCMP ensure that Parliamentarians receive information on the performance of all activities related to the Forensic Laboratory Services (FLS). Performance information provided in this Report is for 2003/2004 to 2006/2007, inclusive, and offers comparable data over time. The statistical details provided in the following table represent information on turnaround times for the various disciplines within the FLS. Details are provided relative to the average number of days required to complete service requests as well as the percentage of requests that meet both the 30-day turnaround target for non-urgent cases as well as the percentage which meet the agreed upon diary date [1]. Of note, all urgent Biology (DNA) cases were processed within the 15 day target, with an average response time of 11 days.

It should be noted that the FLS operate as a national service from six sites located at Halifax, Winnipeg, Regina, Edmonton, Vancouver and Ottawa.

Note: [1] A file completion date longer than 30 days which meets the requirements of the investigator.

Forensic Laboratory Services



FORENSIC LABORATORY SERVICES (FLS) - SERVICE REQUESTS (2003/04 to 2006/07)

Service Requests Received

Non-urgent

Program	2003/04	2004/05	2005/06	2006/07
Biology Services (DNA) Total	3241	3837	4033	3638
Biology Operations	2711	2906	2912	2544
Outsourced	172	220	364	305
Textile Damage Assessment	50	61	61	67
Break & Enter DNA Processing Unit	308	650	696	722
Counterfeits & Documents Total	1879	1607	1448	1148
Documents	437	313	247	165
Counterfeits	1442	1294	1201	983
Firearms Total	1243	1358	1643	2270
Integ. Ballistic Ident. System			1	811
Other Firearm Services	1243	1358	1642	1459
Toxicology Services Total	3708	3806	3720	3578
Alcohol	1465	1580	1593	1597
Drugs	1081	867	910	815
Opinions on Alcohol/Drug Cases	1162	1359	1217	1166
Trace Evidence Total	736	714	747	713
All Other Trace Evidence	687	642	660	627
Gun Shot Residue	49	72	87	86

Service Requests Completed

Non-urgent

Program	2003/04	2004/05	2005/06	2006/07
Biology Services (DNA) Total	3246	3560	3777	3402
Biology Operations	2736	2697	2754	2401
Outsourced	192	164	384	214
Textile Damage Assessment	53	64	47	60
Break & Enter DNA Processing Unit	265	635	592	727
Counterfeits & Documents Total	1603	2234	1393	1297
Documents	432	364	263	211
Counterfeits	1171	1870	1130	1086
Firearms Total	1348	1400	1476	1574
Integ. Ballistic Ident. System				38
Other Firearm Services	1348	1400	1476	1536
Toxicology Services Total	3775	3789	3679	3603
Alcohol	1547	1534	1578	1561
Drugs	1086	946	875	859
Opinions on Alcohol/Drug Cases	1142	1309	1226	1183
Trace Evidence Total	853	669	808	694
All Other Trace Evidence	753	617	716	587
Gun Shot Residue	100	52	92	107

Response Times

Non-urgent - 2006/07

Discipline	Avg. Days to Complete	% Meeting 30 Day Diary Date	% Meeting Agreed Diary Date *
Biology Services (DNA) Total	113	11	80
Biology Operations	132	16	74
Outsourced	67	24	95
Textile Damage Assessment	66	28	92
Break & Enter DNA Processing Unit	89	0	87
Counterfeits & Documents Total	62	20	97
Documents	55	36	96
Counterfeits	64	17	98
Firearms Total	94	23	91
Integ. Ballistics Ident. System	43	74	97
Other Firearm Services	95	22	91
Toxicology Services Total	36	52	95
Alcohol	36	65	98
Drugs	100	11	93
Opinions on Alcohol/Drug Cases	32	66	91
Trace Evidence Total	69	22	85
All Other Trace Evidence	64	22	84
Gun Shot Residue	97	19	93

Urgent Service Requests Received - Biology Services (DNA)

	2003/04	2004/05	2005/06	2006/07
Biology Operations **	316	40	88	58

Urgent Service Requests Completed - Biology Services (DNA)

	2003/04	2004/05	2005/06	2006/07
Biology Operations	407	42	86	69

Urgent Service Requests Response Times - Biology Services (DNA) - 2006/07

Discipline	Avg. Days to Complete	% Meeting 15 Day Diary Date	% Meeting Agreed Diary Date *
Biology Operations	11	100	100

Biology Services (DNA) Backlog (Service Requests not completed 30 days after receipt)

	2003/04	2004/05	2005/06	2006/07
Biology Services (DNA) Total ***	473	767	982	1087

* A file completion date longer than 30 days which meets the requirements of the investigator

** The definition of "urgent" cases was amended in 2004/05, resulting in fewer cases being classified as urgent

*** Higher figures due to accumulation of cases not completed over time

4. Timely and High Quality Scientific Tools, Techniques and Information Management Technology

Many of the previously described NPS initiatives and services – such as the National DNA Data Bank (NDDB), the Canadian Integrated Ballistic Identification Network (CIBIN), the Canadian Image Database of Exploited Children (CIDBEC), the Child Exploitation Tracking System (CETS) – and the National Sex Offender Registry (NSOR), also constitute timely and high quality scientific tools, techniques and information management technology.

The RCMP and the Department of Justice have increased awareness among the judiciary and Crown Prosecutors of the opportunity to increase the collection of convicted offender samples for the NDDB. As of March 31, 2007, the total number of profiles contained in the Convicted Offender Index had reached 110,930. The number of the Crime Scene Index profiles has also continued to increase, with submissions in the Crime Scene Index at 34,245. These increases are significant, as the probability of obtaining a hit from the Crime Scene Index to the Convicted Offender Index improves considerably as the number of samples in the Convicted Offender Index increases.

In 2000/2001, 25 crime scene-to-crime scene and crime scene-to-convicted offender hits were made in the first nine months of operations of the NDDB. In 2006/2007, 8,002 hits were made, representing an enormous gain in the ability of law enforcement to solve crimes.

During 2006-2007, the NDDB Training Unit trained 676 individuals from six provinces in sample collection and legislative requirements, representing 150 RCMP detachments, 43 municipal police services, two military police services, and five other groups from the legal community.

Also in 2006-2007, the RCMP represented Canada on the G8 Lyon-Roma DNA Search Request Network Technical Working Group that, together with Interpol, is developing a secure electronic network to facilitate the rapid exchange of DNA data and forensic intelligence. The search request network developed during 2006-2007 will enhance sharing among national DNA databases in G8 countries. The network will enable law enforcement to establish links between crimes on different continents, a critical factor in combating global criminality and terrorism.

The Bureau for Counterfeits and Documents Examinations (BCDE) examines suspicious travel documents in order to classify them as authentic, altered or counterfeit. Program achievements for 2006-2007 include:

- Providing material on the examination of documents and determination of method of production or alteration to Canada Border Service Agency (CBSA) Alerts
- Networking with other Canadian and international agencies concerned with the production or enhancement of travel documents
- Cultivating international contacts and increasing the exchange of expertise on document security through attendance at conferences and participation on working groups
- Training government officers/investigators/trainers to detect fraudulent travel and identification documents

NPS demonstrated considerable progress in 2006-2007 in information management technology initiatives. Program achievements include:

- The Police Reporting Occurrence System (PROS) records management solution was implemented in 2006, replacing legacy systems. PROS continues to be enhanced and shared with partner agencies
- The National Integrated Interagency Information (N-III) project is advancing the interoperability objectives of the Government of Canada by enabling broader information sharing and integrated investigations among Canada's law enforcement and justice communities. The Integrated Query Tool (IQT) is the first N-III project technical solution to be completed. IQT provides search and access functionality to source systems including PROS (with over 13,000 users including 28 external police partner agencies), the Police Information Retrieval System (PIRS), and the Canadian Police Information Centre (CPIC)
- The second N-III technical solution is the Police Information Portal (PIP), which allows police partners to query each other's occurrence data. Twenty-seven police agencies are now "live" on

PIP, including PRIME BC (Police Records Information Management Environment of British Columbia) agencies

- Facilitated by a standards-based approach for all new radio modernization projects, improvements were made to enhance interoperability to many of Canada's radio systems
- In Saskatchewan, the roll-out of a radio communications system that will be interoperable with other police services and border teams is nearing completion. The radio communications system is being phased in over a three-year period, with Phase I already completed. All communications on the new system are now encrypted to provide a secure user environment. Significant progress has been made in the replacement of radio infrastructure – 30% of the coverage area is now able to utilize the new system – and 800 of the 1,500 mobile and portable radios are now part of this new system. Phase II is well underway and is expected to be fully operational by early 2008. The third phase will follow in 2009
- The RCMP is partnering with Alberta to develop a system that will be interoperable with provincial public safety agencies. The RCMP is going to vendor qualification shortly
- In 2006-2007, a new radio system for Newfoundland was initiated; it will be interoperable with the Royal Newfoundland Constabulary
- Radio evergreening has been initiated throughout all RCMP divisions to replace radio system components, including end-of-life radios, repeaters and test equipment. The radio projects over the next 15 to 20 years will modernize all radio systems. These projects will bring RCMP divisions up to the Association of Public Safety Communications Officials (APCO P25) standard and improve interoperability with other public safety agencies within each division. The new technology allows the RCMP to take advantage of more powerful gateways (interfaces), thereby improving interoperability with other federal and US partners
- CPIC provides tactical information on crimes and criminals to the law enforcement community. Following the successful deployment of CPIC Phase III on November 26, 2006, CPIC Web Version 2.5 was replaced by Version 3.0. The renewed CPIC system – with a modern messaging protocol, application and infrastructure – replaced an aging legacy system and will better the exchange of information amongst agencies using CPIC

5. High Quality Learning & Training Opportunities and Support

As Canada's national police college, the Canadian Police College (CPC) supports integrated policing by developing police leadership and management competencies, and providing advanced and specialized training to 3,200 police officers and senior police officials from across Canada and around the world. In 2006-2007, course space was created for 100 more international students at the CPC. The College also provides a forum where police form informal networks to advance policing and common investigative practices and processes used across Canada.

During 2006-2007, the CPC launched several new initiatives to increase the availability and relevance of its courses. A new campus in Chilliwack, British Columbia, known as CPC West, increases opportunities for advanced police training and reduces the costs for police services located in Western Canada. The first course at CPC West was delivered in January 2007; advanced and executive police training are currently underway. The CPC also continued discussions with various post-secondary institutions (e.g., Royal Military College, Athabasca University) regarding university-level accreditation for courses offered by the CPC.

The Professional Development Centre for Aboriginal Policing (PDCAP) was opened in the fall of 2006 to address training and development needs of police officers serving all Aboriginal communities. PDCAP delivered its first off-site course in Tsuu T'ina, Alberta in November 2006.

Executive and leadership development programs benefited from significant enhancements during 2006-2007. The Executive Development in Policing (EDP) course was designed in French, and the French version of the Senior Police Administration Course (SPAC) was updated and delivered. SPAC provides police officers at the middle management level with the leadership and management skills required to manage a unit or detachment.

The CPC infrastructure was upgraded: classrooms and student bedrooms were renovated; new robots were acquired for the CPC Explosives Training Section; and new course registration/e-business software that enables more effective management of course registration, billings, accommodation and classroom allocation was implemented.

The CPC's post-course satisfaction survey results remained at 4 ("very satisfied") on a 5-point quality scale. On average, over 6,000 surveys are sent each year to course participants and their supervisors.

Specialized training continues to be developed for program specific purposes. For example, in 2006-2007, the Technical Operations program, in conjunction with the National Security Criminal Operations Branch, approved and implemented a specialized course on the use of open source data mining in support of investigations.

Overall Planned Improvements

Resolving criminal investigations and prosecuting or exonerating individuals is contingent on the availability and excellence of operational support services provided by National Police Services (NPS). NPS is responding to increased demands for services and the growing expectations of both the law enforcement and public sectors. In 2007-2008, efforts will concentrate on:

- Continuous improvements in response times for forensic analysis and identification to provide optimal evidentiary support to investigations
- Replacement and maintenance of secure systems to protect their integrity and functional capacities
- Establishment of increased functionality and interoperability of systems and infrastructures to facilitate sharing of criminal information and intelligence across jurisdictions

These initiatives will ensure critical support services remain relevant, affordable and responsive to current and anticipated needs.

NPS already plays a key role in the response to violent crime through programs such as ViCLAS and the National Sex Offender Registry. Similarly, the National Child Exploitation Coordination Centre (NCECC) is leading a coordinated law enforcement effort to deal with Internet-facilitated child sexual exploitation, child luring and sex tourism issues. In 2007/08, efforts will be concentrated on the implementation of CIDBEC and full adoption of CETS in all Canadian jurisdictions as well as exploring international information sharing via CETS.

NPS will also focus on fulfilling its mandate relative to government security policy and the protection of secure information systems. NPS continues to have a significant role in the development of information systems required to collect, collate and analyze data concerning criminals and criminal activity including the development of standards for identification, sharing of criminal intelligence, proper screening of information, and the provision of a single window access point.

In 2007-2008, NPS will continue several large-scale initiatives that, by their nature, require several years to complete. Promotion of interoperability, development of a closer relationship with frontline operations, and horizontality and integration of services are key drivers for future years. This vision will be operationalized through implementation of the NPS Balanced Scorecard, which defines the objectives and measures by which program performance can be evaluated.

1. Leading-Edge Policing and Security Technology

NPS will continue to demonstrate leadership in the development and delivery of operational support services. A vital role in the response to violent crime is already provided through ViCLAS and the National Sex Offender Registry. In 2007-2008, NCECC will put into operation the Canadian Image Database of Exploited Children and will encourage more police agencies to adopt CETS in support of reducing this type of crime.

2. Comprehensive, Real-Time Intelligence and Threat Assessments

Criminal Intelligence Services Canada (CISC) will assist Canada's law enforcement community to further operationalize criminal intelligence through the provision of integrated Provincial and National Threat Assessments. These assessments support the new Canadian Association of Chiefs of Police (CACP) Canadian Law Enforcement Strategy to Combat Organized Crime. In 2007, this strategy will see its first operationalization effort when, under the banner of the Council on Public Safety (CoPS), the integrated Provincial and National Enforcement Coordinating Committees will develop enforcement priorities based on the intelligence contained in the assessments.

3. Increased Efficiency and Effectiveness of Policing

NPS programs continue to adapt to shifting government and client priorities. The volume of additional work resulting from new legislation such as Bill C-18 (*An Act to amend certain Acts in relation to DNA Identification*) will significantly impact Forensic Science & Identification Services (FS&IS). NPS has developed strategies to address both current service demand challenges and those anticipated by legislative changes. To address demands generated by legislation, new processes, additional personnel and new case prioritization for DNA analysis will, when fully implemented, support more timely responses to current demands. Efforts to reduce the existing backlogs in criminal record, and civil and criminal fingerprint services, will be maintained to ensure the backlog is eliminated by the time all RTID improvements are rolled out.

4. Timely and High Quality Scientific Tools, Techniques and Information Management Technology

In 2007-2008, the RCMP will concentrate on reducing response times for routine DNA analysis. The implementation of a priority rating system to process the highest priority cases will replace the traditional first-in, first-out prioritization system for routine cases.

The Case Receipt Unit (CRU) operations will be transferred to the Canadian Police Services Information Centre (CPSIC) to provide seamless investigational support to police, while improving the efficiency of exhibit receipt and providing information on case progress.

2007-2008 will see ongoing developments of information systems to collect, collate and analyze data concerning criminals and criminal activity. Work includes not only technology solutions, but also identification standards, intelligence sharing, proper information screening and a single window access point. Implementation of Phase I RTID on March 25, 2007, provided the first dramatic improvement in identifying criminal fingerprints and processing of civil fingerprint submissions.

The integrated, intelligence-led efforts of Canadian police services and public safety agencies are supported through the National Integrated Interagency Information (N-III) project. The Police Information Portal (PIP) solution is already used by 27 police services, representing over 30% of sworn police officers. The use of PIP will increase dramatically as the RCMP's PROS and other Niche Records Management System users are connected to PIP during 2007-2008. Public Safety Canada and the RCMP are pursuing the Integrated Query Tool (IQT) solution to enable greater opportunities to exchange appropriate information in support of the public safety mandates of federal agencies.

The updating or replacement of security systems and networks is paramount to maintaining effectiveness and will be enabled by internal realignments, prioritization of issues and alternate funding strategies.

5. High Quality Learning & Training Opportunities and Support

The CPC will continue its efforts to become Canada's state-of-the-art national police college. More renovations will be done to the CPC's technological and physical training infrastructure, which will enhance distance learning, meet expanded/new program demands, address increased international and Aboriginal student participation, and improve the student's quality of life while staying at the CPC.

In order to maintain the credibility of the CPC as a world-class educational institution, many courses will be reviewed. This review will include updating the CPC's 41 course training standards, with input from policing partners and stakeholders, as well as developing a new curriculum to meet ever-growing demands. Course training standards will also be developed for several international courses such as strategic intelligence, major case management and explosives.

The CPC will continue to face challenges and opportunities posed by trends in the external environment in a proactive manner. More specifically, the CPC will continue to assume a much larger role as a provider of training to international partners. The CPC will enhance its international training capacity by adding five FTEs acquired through the International Peacekeeping Memorandum to Cabinet. This will allow the delivery of courses tailored to meet the needs of offshore clients and is expected to attract more qualified international students. Applied research will also be provided in high priority areas such as Aboriginal policing, integrated Canadian and international police investigations, economic crime and organized crime. The CPC has contracted Carleton University to undertake a research project on the role of police in national security.

Strategic Priority: Organized Crime

Reduce the threat and impact of organized crime

What Makes This A Priority

- Government public safety and security priorities continue: strong national/international institutions and economy; Canada's cities and communities
- Available data suggests current annual global revenues from illicit criminal activities include: $100B to $300B from drug trafficking; $9B from automobile theft in the US and Europe; $7B from alien smuggling; widely disparate figures (i.e., $1B-$20B) for theft of intellectual property through pirated videos, software and other commodities
- Global trade in pirated goods – estimated at $450B USD (5-7% of total value of global trade)
- Organized crime is increasingly transnational in nature; technological innovations facilitating intellectual property crime – ID theft – $2B losses in US alone; 900% increase in volume of counterfeit notes passed over last decade
- Drug trafficking continues to be the principal source of revenue for most organized crime groups; recognition that some of the profit derived from drug sales may eventually find its way to terrorist and other insurgent groups who are also involved directly/indirectly in drug trade
- Direct and indirect links between production, distribution and use of controlled substances and other criminal activities
- Detrimental consequences of drug abuse include physical, emotional, economic and social harms both to individual Canadians and to Canadian society
- Ripple effects of organized crime – drug abuse costs Organizations for Economic Co-operation & Development (OECD) countries more than $120B per year in enforcement, prosecutions, prisons, prevention, treatment, health care and financial losses
- Primary points of entry for the smuggling of illicit drugs are marine ports; for alcohol and firearms it is through land ports of entry; and for tobacco, it is between ports of entry
- More than 174M people 'on the move' – more than double the number of 35 years ago; illegal movements increasingly significant – annual illegal entry estimated at 500,000 to US, Canada, Australia and New Zealand; 800,000 to 4M trafficked across international borders
- Organized crime is heavily involved in small arms trade, and there is an increasing risk that they will become involved in facilitating the movement/smuggling of Chemical, Biological, Radiological, and Nuclear (CBRN) weapons
- There are 600M small arms and like weapons in circulation worldwide
- According to Statistics Canada, in 2005, the national homicide rate increased for the second consecutive year, following a 30-year decline. Most of this increase is linked to gang-related homicides, two-thirds of which involved a firearm, usually a handgun

(Sources: RCMP Environmental Scan 2004; CISC Annual Report on Organized Crime in Canada, 2004; RCMP policy centres; October 2004 Speech from the Throne)

Overview

Organized crime poses a serious long-term threat to Canada's institutions, society and economy as well as to our quality of life. The RCMP Organized Crime Strategic Priority focuses on "reducing the threat and impact of organized crime". In countering the growth of these groups, and dismantling or disrupting their structures and sub-groups, a critical component is the improved coordination, sharing and use of criminal intelligence. This intelligence is used in support of integrated policing, law enforcement plans and strategies as well as initiatives designed to communicate the impact and scope of organized crime.

Utilizing the intelligence base established by the RCMP operations provides leadership in developing and implementing intelligence-led tactical operational plans, in partnership with other police and law enforcement agencies, which contributes to the strategic outcome of reducing the threat and impact of organized crime. In addition, the RCMP has embarked on an aggressive program of proactively seeking out actionable intelligence in direct support of enforcement actions. The RCMP is deploying "Probe Teams" alongside existing enforcement resources. This initiative gives practical structure to the term "intelligence-led policing" and has demonstrated success against organized crime in trials thus far.

Strategic Priority: Organized Crime – Overview of Performance Towards Strategic Outcome

Strategic Outcome	Key Performance Goals	Performance
• Reduce the threat and impact of organized crime	• Increase by 10% the percentage of stakeholders and partners who agree the RCMP effectively communicates what it is doing and why it is doing it	**Partners:** 2005 to 2006: 13% 2006 to 2007: 24% **Stakeholders:** 2005 to 2006: 4% 2006 to 2007: 4%
	• Increase by 10% the percentage of stakeholders who agree the RCMP provides accurate and complete information about its programs and services	**Stakeholders:** 2005 to 2006: –3% 2006 to 2007: 1%
	• Achieve 85% agreement amongst stakeholders and partners that the RCMP is a valuable partner in reducing the threat and impact of organized crime	**Partners:** 2006: 89% 2007: 92% **Stakeholders:** 2006: 90% 2007: 93%
	• Triple the number of external partners participating at the Strategic Priority Working Group	**3 external partners**: – Public Prosecution Services – Dept. Public Safety – Corrections Canada
	• Achieve 85% agreement amongst stakeholders who agree that the RCMP provides valuable input into the development of public policy on organized crime	**Stakeholders:** 2006: 78% 2007: 74%

Supporting Program Activities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
1 – Federal and International Operations	$592.9	$626.0
3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
4 – Criminal Intelligence Operations	$70.3	$81.8
5 – Technical Policing Operations	$174.2	$190.8
7 – National Police Services	$149.7	$170.9

Supporting Program Activities (PAA)*	Planned FTEs	Actual FTEs
1 – Federal and International Operations	4,568	3,412
3 – Community, Contract and Aboriginal Policing	13,610	12,941
4 – Criminal Intelligence Operations	547	509
5 – Technical Policing Operations	1,164	1,073
7 – National Police Services	1,266	1,127

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates
*** Actual Spending based on Main Estimates + in-year funding

Plans and Priorities (2006-2007)

The following plans and priorities were listed in the 2006-2007 RPP in relation to the RCMP's efforts towards reducing the threat and impact of organized crime in Canada:

1. Reduce the supply of, and demand for, illicit drugs in Canada

2. Create an environment of reduced drug supply where demand reduction efforts have a greater likelihood of success

3. Conduct effective investigations – enhance our capability and capacity to effectively conduct organized crime investigations

4. Impact crime through awareness and education

5. Be intelligence-led – effective, intelligence-based priority setting and decision making

6. Expand the collection and sharing of information and intelligence; facilitate greater contribution; develop new sources of information; and collect data on new and emerging subject areas and exchange ballistics information on firearms between Canada and the United States

7. Build new and strengthen existing partnerships, both within Canada and internationally

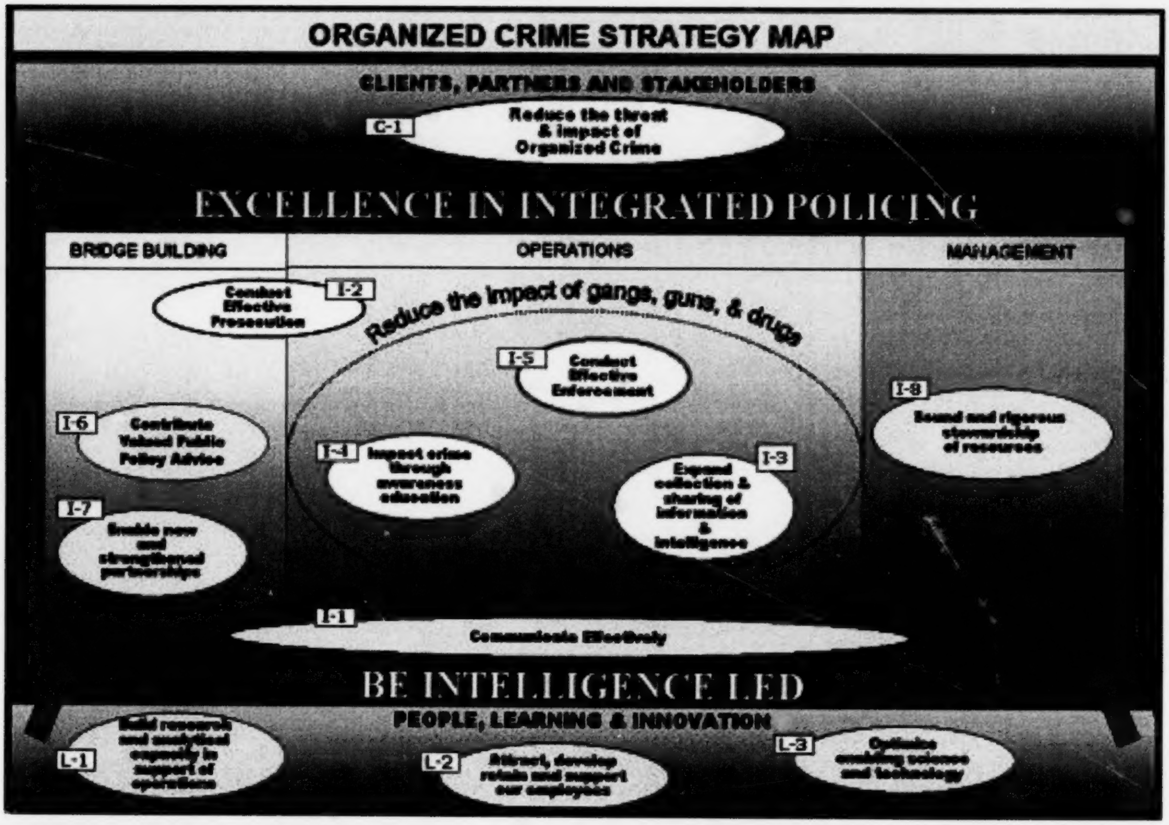
8. Contribute to public policy at earliest stage of development

9. Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information while respecting privacy and legal considerations

10. Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP, Canadian and international police and partner agencies

11. Conduct applied and theoretical research, contribute to environmental analysis, provide policy analysis development and advice; and conduct program design, policy and program monitoring and evaluation

Strategic Outcome: Reduce the threat and impact of organized crime


ORGANIZED CRIME STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
C-1
Reduce the threat & impact of Organized Crime
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
I-2
Conduct Effective Prosecution
Reduce the impact of gangs, guns, & drugs
I-5
Conduct Effective Enforcement
I-8
Sound and rigorous stewardship of resources
I-6
Contribute Valued Public Policy Advice
I-4
Impact crime through awareness education
I-3
Expand collection & sharing of information & intelligence
I-7
Enable new and strengthened partnerships
I-1
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
L-1
Build research and analytical capacity in support of operations
L-2
Attract, develop retain and support our employees
L-3
Optimize enabling science and technology

12. Strengthen Canada's criminal intelligence community by supporting Criminal Intelligence Service Canada's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada

13. Support Canada's law enforcement community by participating in Criminal Intelligence Service Canada's Integrated National Collection Plan and contributing to the production of the National Threat Assessment on Organized and Other Serious Crime affecting Canada

Progress Towards Achieving Key Priorities (2006-2007)

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a) Key Priorities:

1. *Reduce the supply of, and demand for, illicit drugs in Canada*
2. *Create an environment of reduced drug supply where demand reduction efforts have a greater likelihood of success*

b) Progress Made in 2006-2007:

- The Drugs and Organized Crime (D&OC) Branch identified and assisted in the development of best practices to be shared with the law enforcement community across Canada. D&OC collaborated with various key partners to identify the roles and responsibilities for each partner in achieving our common goal, with respect to the ever-emerging dangers associated with clandestine synthetic laboratories. The collaborative effort also led to the collection of best practices, such as the Drug Endangered Children program from Alberta, and the training of support services to assist drug investigators in clandestine drug lab investigations. Also developed with D&OC was a National Repository of Clandestine Drug Laboratories. Agreements have been reached with other law enforcement personnel to have Divisional coordinators liaise with these agencies until such time as the clandestine laboratory reporting processes become National
- More than 120 police officers from Canada and abroad attended the Drug Investigative Techniques Course (DITC) offered by the CPC. The DITC is aimed at developing the knowledge, skills and investigative techniques essential to the successful investigation and prosecution of drug related offences and organizations/groups involved in the drug trade

c) Planned Improvements in Future:

- Training of Marijuana Grow Operation Teams to respond in an ancillary role of Clandestine Drug Laboratory responders. This initiative's goal is to ensure that a major component of the Marijuana Grow operation teams, located throughout our Divisions, have the capacity to investigate, or participate in investigations, concerning synthetic drug operations. These newly trained members will then complement and form a synergistic partnership with the Clandestine Laboratory and Response (CLEAR) teams, creating a focused effort in the prevention of chemical diversion and synthetic drug production
- Enhance the prominence of the Jetway Criminal Interdiction Program. The goal of this initiative is the interdiction of drugs carried by couriers on public transportation. Targeting organized crime, the program operates in domestic areas wherever modes of transportation, such as air, rail or bus travel and courier services, are used to the benefit of crime

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a) Key Priority:

3. *Conduct effective investigations – enhance our capability and capacity to effectively conduct organized crime investigations*

b) Progress Made in 2006-2007:

- Developed Human Source Handler expertise at the supervisor level. In order to increase the effectiveness of our investigations involving Human Source Handling, it was determined (through consultations with our Criminal Operations Officers) that there were many areas of improvement to be made. Specifically, it was determined that the following were identified as some of the key elements for any supervisor training aids:
  - Clear identification and explanation of the supervisor's role
  - Identification of the types of assistance to be provided by the supervisor
  - Periodic evaluation of the source/handler relationship
  - Review of source debriefing reports authored by source handlers

- CISC has created National Intelligence Requirements (NIR) to more precisely identify areas of missing knowledge about organized crime group and criminal markets. The NIRs enhance CISC's National Collection Plan, the integrated national document for collecting criminal intelligence and information on organized crime. NIRs will ultimately assist in more effective detection and targeting of organized crime, as they request all law enforcement agencies to enter on ACIIS – with supporting documentation – all subjects and objects noted in the integrated Provincial Threat Assessments produced by the CISC network

c) Planned Improvements in Future:

- Conduct specialized courses to address operational gaps. This initiative consists of proactively and through our communications with Divisions, identifying operational gaps on a continuing basis, developing training packages (either courses or workshops) to deal with the issues, and delivering the workshops/courses nationally and divisionally in a timely fashion
- Familiarize members with the skills and requirements necessary for Major Crime Case Management Team Commander Accreditation. The goal of this initiative is to provide members with an understanding of the type of requirements to become accredited Team Commanders on major crime investigations, and to assist operational personnel with developing skills that are key to securing accreditation

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a) Key Priority:

4. *Impact crime through awareness and education*

b) Progress Made in 2006-2007:

- CISC delivered its 2006 Annual Report on Organized Crime. The report provides an overview of significant issues and trends on organized crime and is aimed at informing and educating the public on the effects organized crime has on Canadian society. The format of the 2006 edition was a major departure from previous years. It examined organized crime through the framework of the criminal marketplace. It highlighted street gangs – an organized crime threat generating significant concern in the public forum
- Through the Cross Border Crime Forum, the RCMP, the Federal Bureau of Investigation and the Drug Enforcement Administration completed a Canada/US threat assessment on transnational organized crime. From this document a vetted version was made public through websites of all agencies and Public Safety. Public awareness of organized crime is critical in reducing victimization
- Enhanced the national prominence of the Organized Crime awareness function of the Drugs and Organized Crime Awareness Service (DOCAS). DOCAS established a website to better promote their program. PowerPoint presentations were also developed and provided in different fora. Much effort was also dedicated to developing a DOCAS portion of the Investigator's Toolbox, enabling frontline members to have access to increased information and tools in the battle against organized crime. Overall, the DOCAS team has made great strides in providing frontline RCMP members, external law enforcement personnel, as well as the general public, with both information and tools that have helped to battle organized crime
- Produced a pamphlet entitled "Illegal Tobacco: What You Should Know!" to educate the public about the impact of the illicit tobacco trade and the involvement of organized crime (www.rcmp.ca/customs/tobacco_broch_e.htm)
- The RCMP continues to work in partnership with the private sector and has created a communication strategy to increase public awareness with respect to the negative impacts in participating in the trade of counterfeit and pirated products. The series of public awareness posters that has been developed includes advising the public of the link between counterfeit products and the funding of organized crime. By educating the consumer, and showing that intellectual property crime is not a victimless crime, the public is able to make informed decisions when offered counterfeit goods
- The Canadian Police College (CPC) teaches the national standard Major Case Management Team Commander Course to over 100 senior police officers each year

c) Planned Improvements in Future:

- Implement the Aboriginal Shield Program (substance abuse prevention initiative). DOCAS has recently held seminars with members of the Canadian Aboriginal community to update the curriculum of the Aboriginal Shield Program. This year, the revised program will be piloted in selected communities, and training will be provided to the community facilitators who will deliver the program.

- Increase collaboration between enforcement and prevention. Organized crime is an overreaching activity that many of our policy centers and directorates actively enforce. Increasing communication, which is the very foundation of education, will contribute to a decrease in organized crime. Developing strategies with our stakeholders and law enforcement community, actively promoting and communicating an increased Organized Crime Awareness to the enforcement side of general policing, will enhance our abilities to effectively inform and bring awareness to the general public to ensure we have safe homes and safe communities.

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a) Key Priority:

5. *Be intelligence-led – effective, intelligence-based priority setting and decision making*

b) Progress Made in 2006-2007:

- Criminal Intelligence continued to enhance and expand the focus of the current intelligence base by establishing Probe Teams across the country. These teams are dedicated criminal intelligence units providing direct tactical support to enforcement sections.
- Criminal Intelligence prepared criminal intelligence assessments in support of RCMP operations to provide actionable and reliable intelligence to combat organized crime activities.
- CISC delivered 21 intelligence assessments to law enforcement leaders and government officials at the municipal, provincial and federal levels including:
    - The Integrated Provincial Threat Assessments (10)
    - The 2006 National Threat Assessment on Organized and Other Serious Crime
    - The 2006 National Criminal Intelligence Estimate on Organized and Serious Crime in Canada
    - The 2006 Annual Report on Organized Crime in Canada
    - The 2006 National Strategic Firearms Assessment
    - The 2006 Situation Overview on Street Gangs
    - Sentinel strategic early warning assessments and watchlists (3)
    - Strategic Intelligence Briefs (3)
- These products inform, raise awareness, warn of possible future threats relating to organized and other serious crime affecting Canada, and enable the recipients to make informed decisions when developing policies and strategies for dealing with these types of crime. The average level of satisfaction with these assessments is 82%, up from 67% in 2005
- The role of the Air Protective Officers (APOs) of the Canadian Air Carrier Protective Program (CACPP) evolved to include criminal intelligence gathering and sharing of information within the airport environment. In addition to the obvious focus on National Security, the APOs maintain vigilance on criminal elements attempting to exploit the vulnerabilities of this unique setting
- The Organized Crime Operational Support Unit (OCOSU) within the RCMP Organized Crime Branch has been working with the Integrated Organized Crime Investigative Units (IOCIU) across Canada for the past year in improving the existing relationship and communication between the various units
- The OCOSU has also been working closely with our American law enforcement partners to identify and share best practices and protocols in combating organized crime

c) Planned Improvements in Future:

- Through the establishment of Intelex Units across the country, Criminal Intelligence is working at expanding and consolidating the current knowledge base amongst law enforcement. These units facilitate the management and sharing of criminal information and intelligence within the RCMP as well as with outside partners
- Criminal Intelligence is developing new analytical tools and revising existing tools to enhance the assessment of Organized Crime activity and its impact on Canada
- CISC will assist Canada's law enforcement community to further operationalize criminal intelligence via the integrated Provincial and National Threat Assessments. These assessments

support the new Canadian Association of Chiefs of Police (CACP) Canadian Law Enforcement Strategy to Combat Organized Crime. In 2007, the CACP organized crime strategy will see its first full operationalization effort when, under the banner of the Council on Public Safety (CoPS), the integrated Provincial and National Enforcement Coordinating Committees will develop enforcement priorities based on the intelligence in the assessments

- Conduct Combined Force Special Enforcement Unit (CFSEU) reviews to ensure investigations are aligned to National Tactical Priorities or to highest divisional threat. The purpose of this initiative is to assess and identify operational and administrative best practices as well as to mandate compliance
- In order to continue to improve upon the effectiveness of criminal intelligence-gathering for Protective Policing, the CACPP threat matrices process is under constant review
- Streamline and update information management procedures and practices. Improved information management and reporting structures of existing information systems will improve National Headquarters' ability to perform trend analyses, and to operate in a more proactive manner, which will contribute to effective priority setting and decision making processes

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a) Key Priority:

6. *Expand the collection and sharing of information and intelligence; facilitate greater contribution; develop new sources of information; and, collect data on new and emerging subject areas and exchange ballistics information on firearms between Canada and the United States*

b) Progress Made in 2006-2007:

- Criminal Intelligence has continued to strategically deploy resources across the country to assist the Investments to Combat the Criminal Use of Firearms (ICCUF) initiative in the collection, development and sharing of firearms related information and intelligence
- CISC has published the first National Strategic Firearms Assessment. This strategic assessment is to assist the law enforcement community and senior government officials with informed policy making and strategic planning
- CISC made a major contribution to the publication Combating Illicit Firearms. This Canada/US overview was co-produced with the US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the US Customs & Border Protection, and the US Immigration & Customs Enforcement under the auspices of the Consultative Group on Firearms Trafficking of the Canada/US Cross-Border Crime Forum. The Canadian component was written by CISC in collaboration with the Canada Firearms Centre, the National Weapons Enforcement Support Team (NWEST), Canada Border Services Agency (CBSA), and Provincial Weapons Enforcement Units (PWEU)
- Controlling the illegal movement of firearms is integral to the fight against organized crime and terrorism in Canada. To reduce gun crime in Canada, the RCMP's NWEST provided the Canadian law enforcement community with enforcement support regarding the criminal use of firearms. NWEST supports the ability of Canadian law enforcement agencies to address the smuggling and trafficking of illegal weapons, to increase Canadian expertise in criminal information gathering on the illegal movement of firearms, and to enhance the capability of Canadian law enforcement to trace illegal weapons
- The Canadian National Firearms Tracing Centre provides an extensive firearms tracing service for all Canadian police services. The Centre uses a Web-based connection called E-Trace, which allows tracing requests to be sent directly to the ATF. In 2006-2007, approximately 2,800 traces were conducted using this system
- The Canadian Integrated Ballistic Identification Network (CIBIN) enhanced Canada's capacity to link firearms crimes to each other and to weapons through a Memorandum of Understanding with the United States to allow the electronic exchange of ballistic information with the US network. As of March 31, 2007, CIBIN had accumulated a total of 517 "hits" since its inception, all connecting firearms to crimes or linking crime scenes. There are now over 18,600 individual bullets and cartridges entered into the system
- The Tactical Analysis Unit provides "actionable" intelligence to law enforcement units across Canada to assist them in investigating and prosecuting those involved in the movement of

illicit firearms. The Unit also provides information to agencies such as CISC for strategic intelligence purposes and the development of the National Strategic Firearms Threat Assessment (the *2006 National Strategic Firearms Threat Assessment* was recently produced by CISC)

- Developed a streamlined and integrated reporting process for Federal and International Operations (FIO)'s Drug Operations. Upon developing this initiative within the D&OC Branch, the goal was to inventory and streamline the reports requested of Divisions, by HQ. However, it became clear quickly that while the reports were a main issue facing the collection and sharing of data and information, the collection faced deeper problems. A more detailed project plan and approach was developed and, through Divisional consultations, further detail was sought and evaluated

c) Planned Improvements in Future:

- Forensic Science & Identification Services (FS&IS) will complete the alignment of Firearms Support Services. Established in 2006, the Firearms Support Services Directorate (FSSD) is comprised of the National Weapons Enforcement Support Team (NWEST), the Canadian Integrated Ballistic Identification Network (CIBIN), and the Firearms Reference Table (FRT), all of which provide direct support to police investigations of firearms smuggling and trafficking. NWEST provides training and investigative support and operates the Canadian National Tracing Centre and the Firearms Tactical Analysis Unit. CIBIN links cartridges and bullets from crime scenes through ballistic analysis, while the FRT provides standards for describing and classifying firearms. The alignment of these services will allow the RCMP to provide an integrated response to the current government commitment to address gun violence
- The RCMP's Technological Crime Branch is enhancing its support to organized crime intelligence and investigations by leveraging the effective sharing of specialized technical tools and utilities with trusted partners in the Canadian Association of Chiefs of Police (CACP) Electronic Crimes Committee, the Five Eyes Cyber Crime Work Group, and the G8 High Tech Crime Sub-Committee.
- Launch and continue development of Project Lion and National Backstopping data bank enhancements. The Backstopping database initiative involves enhancements to the current Lion platform. The purposes of these enhancements are: to make the database user-friendly by upgrading the search and input capabilities of the software; and to expand the type of information that may be stored

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a) Key Priority:

7. *Build new and strengthen existing partnerships, both within Canada and internationally*

b) Progress Made in 2006-2007:

- Through the Cross-Border Crime Forum, the RCMP Criminal Intelligence Program, the Federal Bureau of Investigation and the Drug Enforcement Administration completed a Canada/US threat assessment on transnational organized crime. This threat assessment identified priority Organized Crime groups for joint investigation. For this threat assessment the US agencies utilized the RCMP threat assessment model including SLEIPNIR
- The RCMP continued to participate in various crime forums around the world as a means of sharing our experience and supporting other foreign governments in fighting the global face of organized crime
- Hosted the 5th Annual Tobacco Diversion Workshop in partnership with the CBSA, CRA, ATF and Alcohol & Tobacco Tax & Trade Bureau (TTB) to devise bi-national strategies to combat the illicit tobacco trade and the involvement of transnational organized crime
- The Director of Federal Enforcement Branch is the Co-Chair of the Interpol Intellectual Property Crime Action Group (IIPCAG), a body comprised of law enforcement and private sector representatives which provides Interpol's General Secretariat with expert advice on matters pertaining to intellectual property crime
- The RCMP is also actively involved in the Fake Free North America initiative within the Security and Prosperity Partnership of North America, working trilaterally towards enhancing detection and deterrence of counterfeiting and piracy,

expanding public awareness and outreach efforts regarding trade in pirated and counterfeit goods, and developing measurements to assess progress over time and to estimate the magnitude of the problem

- Drawing on the personal experience and expertise of Canadian police personnel deployed abroad, the RCMP has been able to support the collection of information/intelligence. This has served to enhance Canadian investigation of criminal organizations
- Canada has authorized the deployment of 100 police personnel to Haiti, a country that has been identified as a key region in facilitating the supply of drugs from South America to North America. The development of Haitian National Police capacity to respond to these challenges through the deployment of Canadian subject matter experts, serves to advance investigations of interest to Canadian law enforcement
- As part of the Provincial Reconstruction Team in Kandahar, Afghanistan, Canadian police are directly involved in the training of local police. Canadian civilian police participation in the development and professionalization of the Afghanistan National Police will not only assist in creating a secure and stable environment for the development of all Afghanistan institutions, but it will also diminish the capacity of Afghan-based extremist/terrorist groups and illicit drug traffickers to adversely affect the safety and security of Canadians at home and abroad

c) Planned Improvements in Future:

- Working with key international partners, Criminal Intelligence will expand the identification and sharing of information on trans-national organized crime groups to enhance public safety
- Coordinate joint operations with US Departments and educate them on the role of the RCMP in organized crime investigations. The purpose for this initiative is to develop relations with international partners in order to conduct joint international investigations on matters relevant to organized crime
- Enhance cooperation with domestic and international partners such as PWEU, NWEST, CBSA and ATF to target firearms smuggling

a) Key Priority:

8. *Contribute to public policy at earliest stage of development*

b) Progress Made in 2006-2007:

- A member of the RCMP was nominated to an international expert group tasked with further elaborating the illicit trade in tobacco products obligations set out in Article 15 of the World Health Organization (WHO) Framework Convention on Tobacco Control (FCTC) into a protocol template. (www.who.int/gb/fctc/PDF/cop2/FCTC_COP2_9-en.pdf)
- The RCMP is actively participating on an interdepartmental working group comprised of RCMP, DPS, CBSA, DOJ and other departments, that is working together to address legislative reforms and resource issues for the goal of creating an effective national intellectual property crime enforcement program

c) Planned Improvements in Future:

- Criminal Intelligence will participate in the development/progression of integrated public policies regarding the criminal environment in Canada in support of strategies to reduce crime through the production of focused criminal intelligence assessments
- Actively participate in intergovernmental negotiations, set to commence in early 2008, on a protocol on illicit trade in tobacco products which will build upon and complement the provisions of Article 15 of the WHO FCTC (www.who.int/gb/fctc/)

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a) Key Priority:

9. *Support Canadian law enforcement agencies and the courts in the fight against organized crime by providing the most timely criminal history information while respecting privacy and legal considerations*

b) Progress Made in 2006-2007:

- The RCMP and the Department of Justice have held consultations regarding the lack of a national policy on disclosure. Consequently, the RCMP has drafted a National policy on disclosure, for tabling at the Joint RCMP/FPS Disclosure Working Group
- The Canadian Criminal Real Time Identification Services (CCRTIS) contributed to the Organized Crime initiative through its management of criminal record and fingerprint files and through

the exchange of information with Canadian and international law enforcement agencies. Through the Backlog Elimination Project, CCRTIS has reduced the criminal record and fingerprint backlog by a further 43,000 files in 2006-2007

c) Planned Improvements in Future:

- Efforts to reduce the existing backlogs in criminal record, civil and criminal fingerprint services will be maintained to ensure the backlog is eliminated by the time all Real Time Identification (RTID) improvements are rolled out

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a) Key Priority:

10. Contribute to the fight against organized crime by offering advanced courses, specialized seminars and other learning opportunities to RCMP, Canadian and international police and partner agencies

b) Progress Made in 2006-2007:

- CPC delivered several sessions of the Financial Crime course for police investigators. Approximately 30% of those attending were RCMP officers, with the balance from other Canadian police services
- The CPC used several investigative "communities of practice" to update other courses that target organized crime, including Tactical Intelligence and Strategic Intelligence
- The CPC teaches investigators from the RCMP and other Canadian police services techniques to interdict and apprehend organizations engaged in identity theft on the Internet

c) Planned Improvements in Future:

- The CPC has piloted a new organized crime investigation course, which it will deliver on a regular basis through 2007-2008 and in future years

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a) Key Priority:

11. Conduct applied and theoretical research, contribute to environmental analysis, provide policy analysis development and advice, and conduct program design, policy and program monitoring and evaluation

b) Progress Made in 2006-2007:

- Comprehensive review and modifications to FIO drug program policy to ensure effective support of operations. The D&OC Branch performed a complete review of drug program policy to ensure that it was up to date and reflects CDSA and other legislation. Drugs and Organized Crime, Marijuana Grow Operations and Clandestine Laboratories were all identified as priorities. The policies for these three priorities were drafted, sent to Divisions for feedback, finalized and published, bringing all Drug policy in line with national policy
- In order to advance our understanding of the impact we are having against organized crime groups we must measure the effectiveness of our enforcement actions. It is through this observation that the Disruption Attributes Tool (DAT) was developed in 2005. In its most basic form, the DAT is an analytical systematic instrument used to provide an operational definition of organized crime disruptions. The DAT allows the RCMP to track the number and level of disruptions to targeted organized crime groups. This type of performance indicator provides RCMP senior management with a national comprehensive picture of the impact RCMP enforcement actions are having against targeted organized crime groups. In its second year running, the DAT process has captured a more accurate picture than the previous year

c) Planned Improvements in Future:

- Review and update the RCMP policy on Sensitive Expenditures. In line with our commitment to accountability and effective stewardship of public funds, reviews will be conducted in several Divisions to identify deficiencies and/or best practices in the administration of covert accounts. New policy guidelines will be developed based on the findings
- Partner with the Ontario Tobacco Research Unit (OTRU) to conduct a knowledge synthesis study of anti-contraband tobacco measures
- The RCMP recently improved the DAT reporting process to capture a more accurate picture of organized crime disruptions. The new process will be implemented for the 2007/2008 fiscal year and will provide an all-encompassing picture of all proactive (strategic) and reactive (opportunistic) disruptions against organized crime groups

a) Key Priority:

12. Strengthen Canada's criminal intelligence community by supporting Criminal Intelligence Service Canada's Automated Criminal Intelligence Information System (ACIIS), the database for sharing criminal intelligence on organized and other serious crime affecting Canada

b) Progress Made in 2006-2007:

- A National ACIIS Governance Committee, consisting of representatives from Canada's law enforcement community, was established to keep ACIIS up-to-date and to develop the future national criminal intelligence system
- CISC has implemented real-time intelligence sharing by raising awareness on the issue of timeliness and by enhancing the ACIIS application to facilitate shortening the time between occurrences and data entry on ACIIS

c) Planned Improvements in Future:

- Criminal Intelligence is implementing an RCMP ACIIS policy to ensure and enhance ACIIS use across the four levels of policing (municipal, provincial, national and international) in order to expand and consolidate the current knowledge base amongst law enforcement

a) Key Priority:

13. Support Canada's law enforcement community by participating in Criminal Intelligence Service Canada's Integrated National Collection Plan and contributing to the production of the National Threat Assessment on Organized and Other Serious Crime affecting Canada

b) Progress Made in 2006-2007:

- The CISC's Integrated National Collection Plan was enhanced, in 2006-2007, with better input from CISC member agencies and the National Threat Assessment was further enhanced by including more in-depth reporting on key criminal markets in Canada
- RCMP Criminal Intelligence resources have contributed significantly to the National Collection Plan by providing criminal intelligence on organized crime groups, working with other police agencies in evaluating information and playing a significant role in drafting assessments
- The Drugs & Organized Crime Branch has taken a lead role in coordinating the use of intelligence gathered by CISC and its provincial bureaus. Through its involvement with the Council of Public Safety, the RCMP is ensuring threats to public safety are minimized by targeting organized crime at its highest level

c) Planned Improvements in Future:

- The new CACP Canadian Law Enforcement Strategy to Combat Organized Crime will take steps to use CISC's Integrated Provincial and National Threat Assessments on Organized Crime to establish intelligence-led enforcement priorities in 2007-2008
- The CISC's Integrated National Collection Plan will be further enhanced with the implementation of the new National Intelligence Requirements (NIRs) in 2007-2008

Strategic Priority: Terrorism

Reduce the threat of criminal terrorist activity in Canada and abroad

What Makes This A Priority

- Government priorities continue to include – public safety and security; commitment to build on the success of Smart Border; strengthened continental security; and increasing international profile
- Threat of terrorism is still prominent – *Voice of the People* Gallup poll
- Threat of terrorism includes: actions waged by state and non-state actors; weapons of mass destruction (WMD) and Chemical, Biological, Radiological and Nuclear threats, suicide bombings – taking lives, wreaking havoc on economic infrastructures and creating environment of fear in public
- Global security environment in transition – unpredictable violence with threats from both natural and man-made sources undermining global stability
- Threats that cross borders and menace integrity of nations and/or health of citizens remain the key security challenges – transnational character to many threats; threats increasingly generated from diffuse sources; difficult to define; increasingly international in composition
- The second generation of Al-Qaeda – the radicalization of youth worldwide and entire new generation of Muslim fighters adopting the Al-Qaeda doctrine of global jihad; Al-Qaeda is evolving into an idea or cause rather than a structured group
- Disruption of terrorist groups progressing, but networks still active – experts estimate there are 30-40 terrorist groups worldwide affiliated with Al-Qaeda, with presence in 60 countries; 18,000 'graduates' from training camps still operational
- Approximately 85% of Canada's trade is with the US; more than 300,000 people cross the border every day
- 3,700 large cargo and passenger ships dock in Canadian ports and nearly 3.5M containers pass through ports annually; many Canadian ports receive some form of international shipping – all are potentially vulnerable

(Sources: Canada's Performance, 2004; October 2004 Speech from the Throne; RCMP policy centres; Voice of the People international poll; RCMP Environmental Scan, 2004)

Overview

The threat of terrorism in contemporary society is continually changing, presenting a "criminal intelligence challenge" to governments around the world. Potential terrorists have not yet necessarily engaged in criminal activity and are therefore difficult to recognize and impede. Terrorist organizations are increasingly sophisticated, with educated members linked through technology allowing them to operate in cells worldwide. In addition, law enforcement has identified "single issue terrorism" (extremist groups dedicated to specific issues versus widespread political change) as a serious threat.

The worldwide operations base of terrorist groups emphasizes the importance of an integrated policing approach where criminal intelligence is shared among countries around the world.

The RCMP is committed to working in partnership with both domestic and foreign agencies to enhance prevention measures against the threat of terrorism in North America and elsewhere.

The RCMP strategic priority of terrorism continues to focus on "reducing the threat of criminal terrorist activity in Canada and abroad". Using an intelligence-led, integrated approach, we focus our activities on achieving this goal. Our participation in Canada-US and domestic interdepartmental national security committees and working groups aimed at the enhancement of transport security, border integrity, intelligence and information sharing are examples of this approach. Internationally, the seeking of best practices and enhanced information sharing has been pursued through our active participation in the G8 Roma-Lyon Anti-Crime and Terrorism (ACT) Group.

Strategic Priority: Terrorism – Overview of Performance Towards Strategic Outcome

Strategic Outcome	Key Performance Goals	Performance
Reduce the threat of criminal terrorist activity in Canada and abroad	Successfully disrupt the planned number of significant terrorist targets in 2006-2007	Planned: 6 7 disruptions recorded: – 5 in Divisions – 2 at NHQ
	Increase by 10% the percentage of stakeholders/partners who agree the RCMP effectively communicates what it is doing and why it is doing it	**Partners:** 2005 to 2006: 17% 2006 to 2007: 30% **Stakeholders:** 2005 to 2006: 5% 2006 to 2007: 1%
	Increase by 5 the number of new partner groups or agencies with whom information is shared	Target: 5 Achieved: 6
	Increase by 10 the number of new or expanded information sources/techniques that advance specific National Security initiatives	Target: 10 Achieved: 24
	Achieve 100% successful completion of projects/investigations related to key terrorist targets	Achieved: 100% (594) at mid-year – new RMS preclude continuance
	Increase to 84% the percentage of stakeholders/partners who agree that the RCMP is a valuable partner in reducing the threat and impact of terrorism	**Partners:** 2006: 83% 2007: 84% **Stakeholders:** 2006: 82% 2007: 80%
	Double the number of external partners participating in Strategic Priority Working Groups	Target: 4 Achieved: 1
	Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to terrorism	2006: 81% 2007: 72%
	Achieve 100% compliance for investigations which are centrally coordinated in accordance with National Security Policy	Achieved: 100%
	Attain level of 60% for Border Integrity investigations that are initiated by Intelligence Profiles	Unavailable – IM/IT systems could not track data

Supporting Program Activities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
1 – Federal and International Operations	$592.9	$626.0
2 – Protective Policing Services	$105.1	$108.9
3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
4 – Criminal Intelligence Operations	$70.3	$81.8
5 – Technical Policing Operations	$174.2	$190.8
6 – Policing Support Services	$68.5	$84.0
7 – National Police Services	$149.7	$170.9

Supporting Program Activities (PAA)*	Planned FTEs	Actual FTEs
1 – Federal and International Operations	4,568	3,412
2 – Protective Policing Services	768	593
3 – Community, Contract and Aboriginal Policing	13,610	12,941
4 – Criminal Intelligence Operations	547	509
5 – Technical Policing Operations	1,164	1,073
6 – Policing Support Services	326	438
7 – National Police Services	1,266	1,127

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates *** Actual Spending based on Main Estimates + in-year funding

Plans and Priorities (2006-2007)

The following plans and priorities were listed in the 2006-2007 RPP in relation to the RCMP's efforts towards reducing the threat of terrorist activity by preventing terrorist groups from operating in Canada and abroad:

1. Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods

2. Ensure border integrity – work with partners to create "smart borders"; prevent entry of those who pose terrorist threat

3. Implement national program activity in order to successfully detect, prevent/disrupt and investigate terrorist activity

4. Expand the collection and sharing of information and criminal intelligence with internal and external audiences

5. Produce robust criminal intelligence – to provide a real-time, comprehensive map of terrorism in Canada

6. Build new and strengthen existing partnerships, nationally and internationally

7. Contribute to public policy – enhance RCMP participation in public policy at earliest stage of development

Progress Towards Achieving Key Priorities (2006-2007)

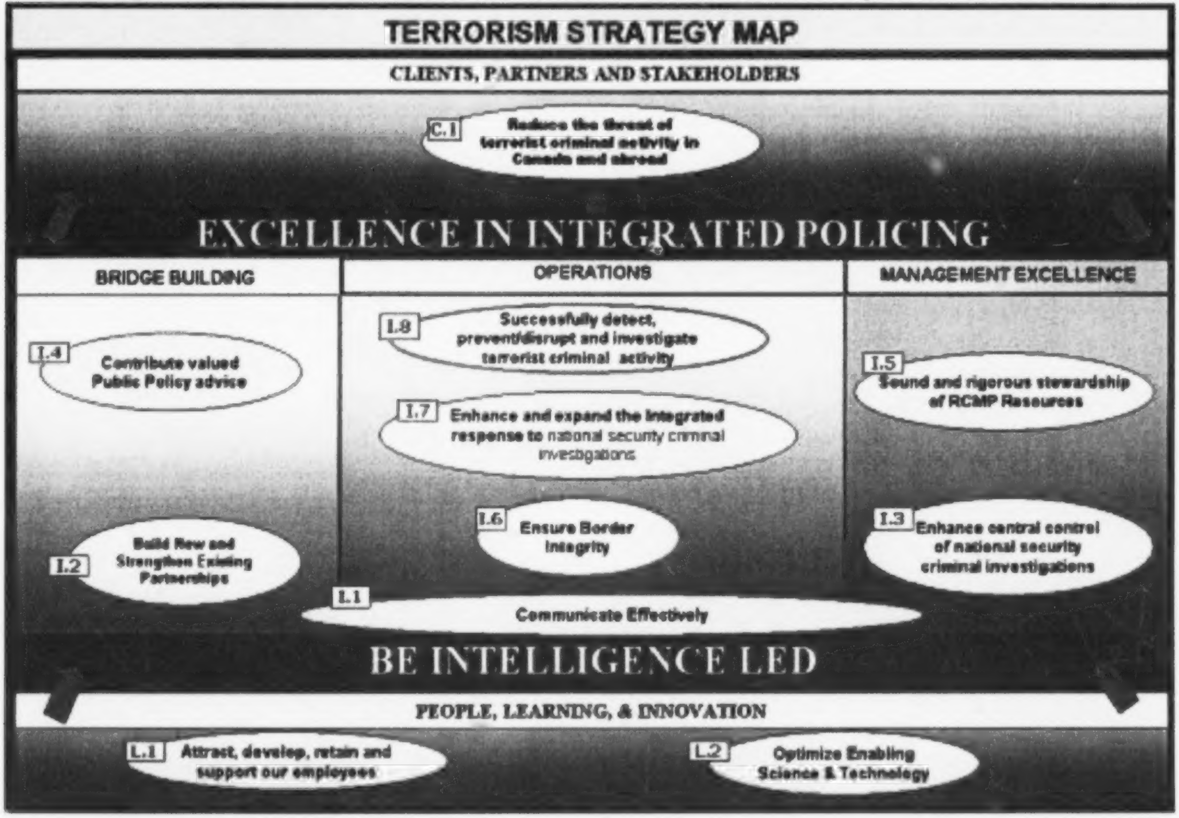
a) Key Priority:

1. *Contribute collectively to national security by protecting Canadians from terrorism, organized crime and other border-related criminality, while allowing for the secure and effective international movement of people and goods*

b) Progress Made in 2006-2007:

- It is essential that Canada develop a strong security strategy for Critical Infrastructure. In doing so, the RCMP has been working closely with government departments and the private sector, forming direct and indirect partnerships with security stakeholders

Strategic Outcome: Reduce the threat of criminal terrorist activity in Canada and abroad


TERRORISM STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
C.1
Reduce the threat of terrorist criminal activity in Canada and abroad
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT EXCELLENCE
I.8
Successfully detect, prevent/disrupt and investigate terrorist criminal activity
I.4
Contribute valued Public Policy advice
I.5
Sound and rigorous stewardship of RCMP Resources
I.7
Enhance and expand the integrated response to national security criminal investigations
I.6
Ensure Border Integrity
I.3
Enhance central control of national security criminal investigations
I.2
Build New and Strengthen Existing Partnerships
I.1
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING, & INNOVATION
L.1
Attract, develop, retain and support our employees
L.2
Optimize Enabling Science & Technology

within several of Canada's 10 critical infrastructures and, in particular, the energy, transportation and government sectors

- The RCMP created the Critical Infrastructure Criminal Intelligence Section (CICI) to assess a range of emerging threats – including terrorism – to the critical infrastructure. The section has forged partnerships with law enforcement, government and private-sector stakeholders to conceptualize and develop a sustainable Suspicious Incident Reporting (SIR) framework including the introduction of the National Security Information Network and its toll-free number
- Protective Policing continued to ensure the safety of high profile sites, such as Parliament Hill, thereby contributing to national security, the continued safe functioning of the Canadian government, and the safety of the general public
- The Security and Prosperity Partnership (SPP) remains a priority for the governments of Canada, the United States and Mexico to address security and prosperity of North America. A tripartite meeting of Ministers responsible for the SPP was held in Ottawa on February 23, 2007 to review the progress of the SPP. Key law enforcement initiatives include: development of a counter-terrorism enforcement strategy; additional RCMP Laison Officers in the US and Mexico; Canada/US radio interoperability for border enforcement; and the development of a reciprocal policy and legal framework to govern integrated Canada/US law enforcement operations
- The level of protection afforded to all of our protectees continued to be intelligence-led; depending on the circumstances and the intelligence reports, security is adjusted accordingly. The RCMP led the integrated approach in having provincial and municipal police forces and/or national partner agencies work together as one team to provide a superior level of protection during visits by our protectees. An example of Protective Policing's successful collaboration with a national partner agency are several visits with the military troops in Afghanistan by the Prime Minister and other Ministers; security was handled jointly by RCMP and DND to ensure total safety at all times

b) Planned Improvements in Future:

- Develop an all hazards risk assessment capability with internal and external partners
- Complete and exercise emergency management plans throughout the RCMP

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a) Key Priority:

2. *Ensure border integrity – work with partners to create "smart borders"; prevent entry of those who pose terrorist threat*

b) Progress Made in 2006-2007:

- Integrated Border Enforcement Teams (IBETs) continued to facilitate cooperation and provide a link between all programs responsible for protecting Canadian borders, and those overseeing National Security (NS) criminal investigations. IBETs explore and report on the nature and extent of links between terrorist activities and other forms of cross-border criminal activity including organized crime

c) Planned Improvements in Future:

- Pursue with the US new and innovative law enforcement models that promote seamless investigations and operations at the Canada-US border to maximize our capacity to respond to the evolving tactics and methods employed by organized crime and terrorists
- Conduct two concurrent bi-national integrated maritime law enforcement pilot projects, operationally known as the "Shiprider", with the US Coast Guard
- Develop an enhanced Crime Awareness package designed to promote, through education and enforcement, increased public and business support and enhance the reporting of border-related crime or suspicious activity. Measures will include the percentage of individuals who are prepared to modify or have modified their behaviour after receiving awareness information along with the percentage of companies (public and private) who are prepared to modify or have modified their practices and policies after receiving information
- Implement an outreach program to improve the integration of RCMP IBETs' partners and stakeholders, both internally and externally, with a focus on reinvigorated partnerships and preparing for the next generation of IBETs

a) Key Priority:

3. *Implement national program activity in order to successfully detect, prevent/disrupt and investigate terrorist activity*

b) Progress Made in 2006-2007:

- The Government and the RCMP accepted all of the recommendations in Justice O'Connor's (Part I) *Report of the Events Relating to Maher Arar* that highlighted the critically sensitive and high-risk nature of NS criminal investigations, and stressed the need for improved accountability and effectiveness in this area. The recommendations also called for a strengthened central coordination and control of NS criminal investigations, the need for clear policy, direction and monitoring related to information sharing practices, more protection of human rights and privacy, improved training, and culturally sensitive and bias-free policing policies
- On October 1, 2006, the Commissioner announced a significant restructuring of the Criminal Intelligence Directorate (CID) designed to strengthen the RCMP foundation for intelligence-led policing
- This restructuring also recognized the need for strong, central control of national security criminal investigations. This was instituted by the new *NS Governance Framework for Increased Effectiveness*. The establishment of National Security Criminal Investigations (NSCI) will ensure that all NS criminal investigative resources and functions are aligned and controlled from within a single organizational structure. Under this new governance framework and policy, NSCI at National Headquarters monitors NS criminal investigations and provides oversight, guidance and direction where appropriate to the divisions
- Integrated National Security Enforcement Teams (INSETs) continue to be strategically based in locations across the country. These multi-agency teams collect, share and analyze intelligence on investigations that concern threats to NS and criminal extremism/ terrorism. Duties include intelligence and counter-terrorism in concert with other RCMP, domestic and foreign agencies, the diplomatic community, Parliament and the public
- The RCMP maintains an accredited forensic explosives analysis facility which will withstand the scrutiny of Canadian law enforcement and the courts with regard to anti-contamination facilities and procedures. The Trace Evidence (TE) Explosives facility continued to upgrade and enhance the explosives analysis capabilities and capacities of the RCMP. New instrumentation, which is technically more advanced, replaced older equipment, and new methods and techniques for analysis of explosives were instituted. This enabled the RCMP and the Government of Canada to be in a state of readiness for national security-related emergencies
- The CACPP was present on flights by Canadian air carriers designated as requiring protection. As a result, no unauthorized person was successful in gaining control of flights for terrorist or criminal purposes. Through its intelligence-led processes and proactive flight selection, the CACPP was present when London Heathrow International Airport experienced the liquid-explosive IED threat. The CACPP successfully responded to an increased demand for APO service to the UK, with no disruption to the CACPP's designated flight commitments or its regimen of proactive selected flight deployments
- The Prime Minister's Protection Detail (PMPD) has successfully integrated improved counter-surveillance practices into their standard operating procedures. *Inter alia*, these improved practices resulted in the successful identification of a group conducting surveillance on the Prime Minister's motorcade movements
- CPC provided training courses to the RCMP and all Canadian police services that directly support investigation and interdiction of terrorist activities:
    - A new Financial Investigators' course was launched, with input from the financial community, to support inquiries into money laundering and other terrorist financing activities. Over 20 investigators completed the pilot course session
    - Sixty police explosives disposal technicians were trained at the CPC at two post-blast investigative courses. Post-blast techniques enable investigators to gather intelligence which is critical to preventing terrorist bomb attacks
    - Other CPC courses which support anti-terrorism investigations include Tactical and Strategic Intelligence, Polygraph Examiner, and Computer Forensic Examiner

c) Planned Improvements in Future:

- The development of a Disruption Attributes Tool (DAT) for NSCI will be completed and begin to be rolled out across the NS Program in 2007-2008. The NS DAT will provide NSCI with the capability to quantitatively measure the level of disruption of terrorist groups or their activities as a result of NSCI actions
- NCSI's ability to implement the central coordination and control of NS criminal investigations will require a substantial internal reallocation of resources. Accordingly, a rigorous capacity review will be conducted across the entire National Security Program to determine where the resource gaps are, and what is required to mitigate the increasing file load on INSETs, NSIS and at RCMP Headquarters
- NSCI will establish a National Office of Investigative Standards and Practices (OISP). It will heighten oversight, increase accountability and work closely with those responsible for the external review of NS criminal investigations across the RCMP. A key function of the OISP will be to institute and manage a program for accreditation of Team Commanders. Team Commanders, or case managers, are the single point of responsibility and accountability for major cases. OISP's responsibilities would include ensuring field compliance with CPC's principles of Major Case Management through audits and review of investigations
- Improve national security training to ensure compliance with investigative standards model (Major Case Management) for the national security program and meet the needs of Justice O'Connor's Part I report
- A joint RCMP-CSIS strategic training model has been instituted to enhance the operational relationship of both organizations in the area of counter-terrorism. Components of the course include information sharing, assessing the accuracy and reliability of information, organization mandates and roles. During 2007-2008, the course will undergo some modifications to better serve the needs of a more senior CSIS management audience
- Support National Security Investigations through effective Incident Director training and support at the National Operations Centre
- The Trace Evidence Explosives facility will continue to develop opportunities for integration between the explosives program and the CRTI/CBRN program to obtain the maximum advantage of the capabilities of both units. It is developing a business continuity plan with Canadian forensic laboratory partners to allow for the provision of critical forensic explosive examinations in the event of an incident or natural disaster rendering the RCMP laboratory unavailable

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a) Key Priority:

4. *Expand the collection and sharing of information and criminal intelligence with internal and external audiences*

6. *Build new, and strengthen existing, partnerships, nationally and internationally*

b) Progress Made in 2006-2007:

- Domestic plots such as the one disrupted by the arrests of 18 people in Toronto in June 2006, together with the London, England bombings of July 7, 2005, underscore the unsettling phenomenon of domestic radicalization inspired by extremist ideology. The RCMP is engaged in a number of initiatives to better understand the radicalization process by working with domestic and international partners, minority communities and academia to develop new, and improve existing, strategies to identify and prevent the threat posed by radicalization leading to political violence
- The RCMP National Security Community Outreach Program (NSCOP), established in 2005, is a comprehensive effort to engage all of Canada's diverse ethnic, cultural and religious communities, in order to protect national security. The Program was created to address issues raised by representatives of diverse communities during the O'Connor Commission of Inquiry and the Anti-Terrorism Act Review. The Program is continuing with many initiatives this year to assist RCMP investigators in their work, for example:
    - The establishment of the National Security National Capital Region Community Advisory Committee (CAC) comprised of representatives from diverse Muslim and/or Arab Canadian communities in Ottawa. The committee works with the RCMP to ensure quality delivery of policing services in the National Security Program

  - Community representatives organizing events for RCMP NS employees to speak to their communities on the RCMP's NS role, policies and practices and provide career information
  - Community-designed and delivered Cultural Awareness training for investigators and intelligence analysts
  - A NS Youth Outreach Program has been established, along with a youth steering committee
- The Trace Evidence (TE) Explosives facility provided scientific intelligence to Canada's criminal justice and security agencies, and formed partnerships nationally and internationally to exchange information, align, and where possible, integrate system capabilities
- The CPC was engaged with international police services, maintaining partnerships by providing training to senior police officers from a range of European, Asian and Caribbean nations. Approximately 90 international police officers attended CPC, representing ten countries
- Protective Policing continued to play an important role in developing strong partnerships nationally and internationally through such activities as: providing advice to foreign police and security services on security for major events; consulting and leading international collaboration in the field of air carrier protection; advising partner agencies on the use of the threat-assessment process for intelligence-led deployments; and the sharing of training initiatives and best practices with similar agencies worldwide
- The Critical Infrastructure Criminal Intelligence Section (CICI) examines a range of emerging criminal threats – including terrorism – to the critical infrastructure. The section has forged partnerships nationally and internationally with law enforcement, government and private-sector stakeholders to conceptualize and develop a sustainable Suspicious Incident Reporting (SIR) framework. CICI continues to represent the RCMP in governmental, critical infrastructure sector, and federal-provincial-territorial (FPT) working groups, to ensure law enforcement needs are considered when developing and implementing new initiatives relative to the protection of the Critical Infrastructure
- CICI is also developing, with Public Safety and Transport Canada, training for law enforcement and rail and urban transit operators of jurisdiction to be better able to detect and report suspicious behaviours and activities which could be terrorist pre-attack planning and preparation
- Actively participated in meetings of the Proliferation Security Initiative (PSI) Operational Experts Group (OEG) which aims to help prevent the proliferation of WMD, their delivery systems, and related materials, through enhanced interdiction efforts

c) Planned Improvements in Future:

- Conduct with partners an all-hazards risk assessment
- The Critical Infrastructure Criminal Intelligence Section (CICI) is expanding its capability to produce criminal intelligence products and conducts criminal threat and risk assessments (TRAs) to inform, not only government and law enforcement partners, but also private-sector security stakeholders. Criminal TRAs are an essential component of Critical Infrastructure security stakeholders risk and vulnerability assessment activities
- The RCMP is working with the Canadian Association of Chiefs of Police's (CACP) Counter-terrorism and National Security Committee (CTNS) to develop a strategic plan for 2007-2009 that will provide strong leadership to the broader law enforcement community to help reduce the threat of terrorist criminal activity in Canada. The CACP represents 60,000 sworn police officers across Canada; success in harnessing their local knowledge and community links to the work of more specialized integrated investigative units like the Integrated National Security Enforcement Teams (INSETs), will leverage existing police resources more effectively in countering terrorism
- In 2007-2008, CICI will implement a suspicious incident reporting and analytic framework in direct support of the RCMP's intelligence-led mandate to detect, deter and disrupt threats to the Critical Infrastructure. The framework will streamline the reporting, collection and analysis of information regarding suspicious activities which could pose a threat to national safety and security. It will also promote integration with security intelligence and law enforcement agencies

- The framework will be tested in the Rail and Urban Transit sector before a more permanent and robust SIR framework is developed and implemented for all 10 Critical Infrastructure sectors
- Continue to implement and enhance the National Security Community Outreach Program
- Enhance divisional relationships with the Cross-Cultural Roundtable on Security
- The CPC will be offering a post-blast workshop at APEC in early 2008, focusing on anti-terrorist investigations in the public transit area. In addition, the CPC will be strengthening partnerships with Australia through the Visiting International Fellow program, with French-speaking nations via membership in "Francopol", and with Latin America by the delivery of courses there
- Work with federal partners to develop a PSI outreach program which will inform and educate industry on the risk and outcomes of dealing with proliferators
- In close collaboration with other government departments, develop a national protocol to enhance cooperation, coordination and response to proliferation incidents

a) Key Priority:

5. *Produce robust criminal intelligence – to provide a real-time, comprehensive map of terrorism in Canada*

b) Progress Made in 2006-2007:

- The activities of General Duty Protective members were expanded in support of gathering information during their routine patrols; this has proven to be a valuable contribution to the intelligence process determining potential threats to the people and sites under RCMP protection

c) Planned Improvements in Future:

- Modernize the National Operations Centre to ensure effective support of criminal investigations of terrorist activity in Canada and abroad.
- The implementation of a suspicious incident reporting and analytic framework in direct support of the RCMP's intelligence-led mandate to detect, deter and disrupt threats to the Critical Infrastructure will assist law enforcement in operational decision making

a) Key Priority:

7. *Contribute to public policy – enhance RCMP participation in public policy at earliest stage of development*

b) Progress Made in 2006-2007:

- Protective Policing contributed to public policy issues affecting the security of Canada and Canadian interests (e.g., Parliamentary Precinct Security, 2010 Olympics, and legal issues involving APOs in foreign countries)

c) Planned Improvements in Future:

- CICI continues to represent the RCMP in governmental, critical infrastructure sector and federal-provincial-territorial (FPT) working groups, to ensure law enforcement needs are considered when developing and implementing new initiatives under the Government's National Strategy for Critical Infrastructure Protection (CIP)

Strategic Priority: Youth

Prevent and reduce youth involvement in crime as victims and offenders

What Makes This A Priority

- Government priorities and social policies continue to include children, caregivers and seniors; public safety and security; crime prevention/diversion; learning and innovation
- Rising family dissolution – one in four children live through parental separation by age 10; 19% live with single parent, primarily mother; children who experience separation/divorce are more likely to separate in adult life
- Child poverty rate has remained steady at about 15% in past three decades – 1 in 6 – or 1M children growing up poor
- Poverty among children of recent immigrants (those arriving in Canada within the last ten years) – more than twice national rates
- Number of people using food banks up 92% in past decade – estimated 42% of users are children; also homeless
- UNICEF report on child poverty – ranks Canada 17th out of 23 developed countries on child well-being
- Children of low income families exhibit higher rates of poor health, hyperactivity and delayed vocabulary development – evidence that early childhood development, parental and family leave and child care programs redress economic disadvantages associated with poorer health outcomes
- Technological advances are continuing to facilitate increased availability of child pornography in Canada and internationally
- Criminal networks have emerged on-line in order to share child pornography and learn from others
- Reports of child pornography cases (which represent the possession, manufacture and distribution of images depicting children being sexually abused and exploited by adults) have risen dramatically – a fourfold increase between 1998 and 2003, according to the US Department of Justice
- In terms of luring offences, a US study (conducted by Janis Wolak et al) has found that 1 in 7 children (ages 10 to 17) have received unwanted sexual solicitations on-line. Four percent of these solicitations were defined as aggressive (i.e., offline contact such as telephone, regular mail, or in person was made following on-line communication)
- A significant number of pedophile networks have been increasingly emerging on-line, involving individuals worldwide
- Globally, it has been estimated that annual profits from child sexual abuse images are in the billions of dollars

(Sources: Wolak, Janis, Mitchell, Kimberly and David Finkelhor (2006) "Online Victimization of Youth: Five Years Later. National Center for Missing and Exploited Children; RCMP Environmental Scan, 2004; CISC Annual Report on Organized Crime in Canada, 2004; CISC Annual Report on Organized Crime in Canada 2005, Canada's Performance 2004; October 2004 Speech from the Throne; RCMP National Youth Strategy)

Overview

Both nationally and internationally, it is recognized that economic disparity may increase the potential for criminality.

In Canada, almost 20% of children live in low-income households. These children are twice as likely to live with violence, and more than three times as likely to live with a depressed parent.

To successfully address youth crime and victimization, police must continue to increase their involvement in non-traditional policing roles. This means taking what we have learned about crime prevention and factors associated with crime and shaping RCMP service delivery to reflect this knowledge. When considering the Youth strategic priority, social development, root causes, community wellness and problem-solving provide the cornerstones of our work.

Strategic Priority: Youth – Overview of Performance Towards Strategic Outcome

Strategic Outcome	Key Performance Goals	Performance
• Prevent and reduce youth involvement in crimes as victims and offenders	• Reduce by 3% the percentage of youth charged nationally	Baseline to be established
	• Increase by 3% the number of chargeable youth dealt with outside the formal court system	Baseline to be established
	• Increase by 10% the percentage of stakeholders who agree the RCMP effectively communicates what it is doing and why it is doing it	**Partners:** 2005 to 2006: 32% 2006 to 2007: 23% **Stakeholders:** 2005 to 2006: 4% 2006 to 2007: 8%
	• Increase by 10% the percentage of stakeholders who agree that the RCMP provides accurate and complete information about its programs and services	**Stakeholders:** 2005 to 2006: 4% 2006 to 2007: 5%
	• Increase to 84% the percentage of stakeholders/partners who agree that the RCMP is a valuable partner in preventing and reducing youth involvement in crime as victims and offenders	**Partners:** 2006: 68% 2007: 81% **Stakeholders:** 2006: 81% 2007: 83%
	• Double the number of external partners participating in Strategic Priority Working Groups	2005-2006 baseline: 2 2006-2007: 3 New baseline: 4
	• Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to youth issues	**Stakeholders:** 2006: 76% 2007: 70%

Supporting Program Activities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
1 – Federal and International Operations	$592.9	$626.0
3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
5 – Technical Policing Operations	$174.2	$190.8
7 – National Police Services	$149.7	$170.9

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** Planned Spending based on Main Estimates ** Actual Spending based on Main Estimates + in-year funding

Planned Improvements to Key Performance Goals

The RCMP Youth Charge and Diversion numbers have been adjusted and now do not include Traffic Offences or Municipal By-laws. The 2006 numbers will continue to be used as the baseline from which valid comparisons can be made to determine program impact in the long-term reduction of Youth involvement in crime both as offenders and victims. The 2007 numbers are not yet available.

The Youth Priority already has two outside agencies, Directors General from the Department of Justice and National Crime Prevention Council, participating on the Strategic Priority Working Group, and has welcomed a third from Industry Canada. Expanding and strengthening our partnerships with outside agencies fosters an environment for developing and executing a horizontal integrated strategy for the Youth Priority.

Some key areas require improvement. We must formulate a communication strategy to improve our rating amongst stakeholders and partners. This strategy will focus on effectively and accurately communicating why and what the RCMP has to offer its clients, stakeholders and partners.

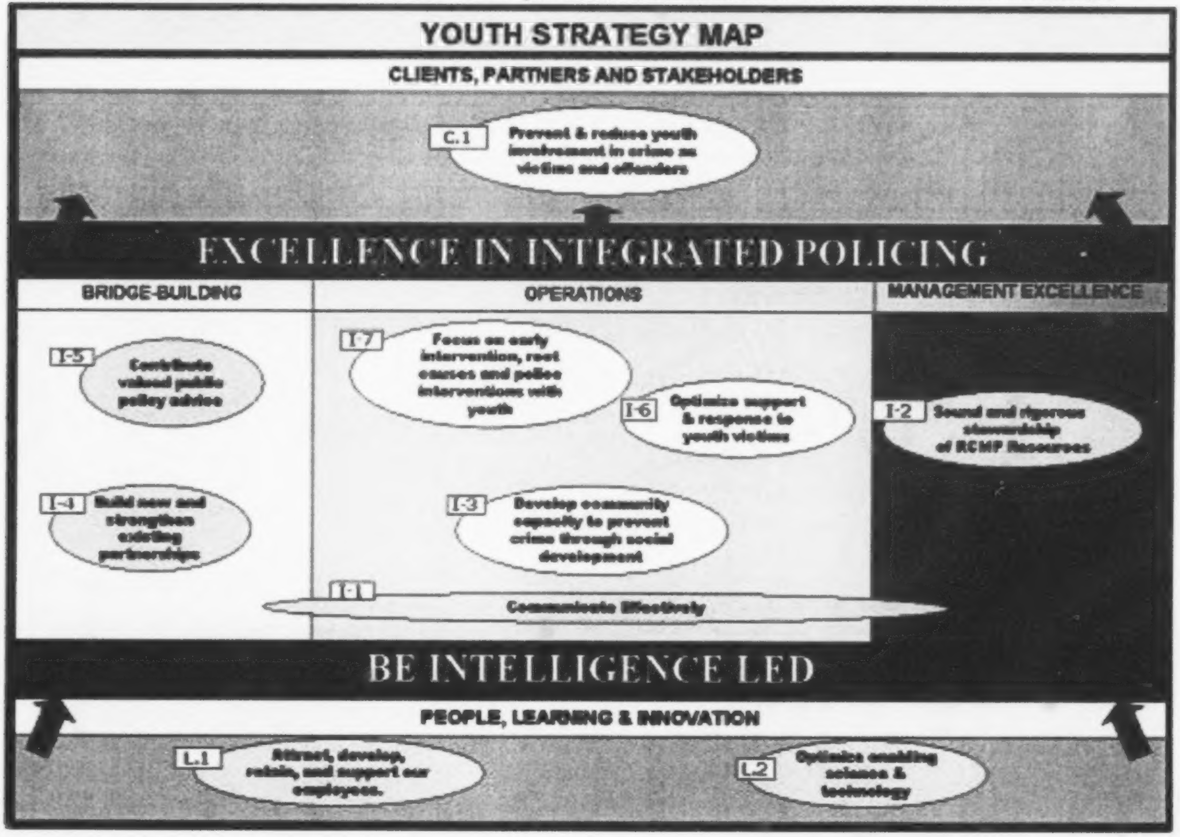
Plans and Priorities

The RCMP Youth strategic priority places much emphasis on activities that address root causes and enhance community capacity. This approach follows the "crime prevention through social development" model, which requires strong linkages to partners in the community, including schools and other social or youth-oriented agencies. Identifying and making early interventions in the lives of youth at risk by targeted educational and preventive programs, and using diversion and restorative justice strategies where appropriate, must be combined with broad-based community crime prevention and school-based liaison and drug awareness programs.

The following plans and priorities were listed in the 2006-2007 RPP in relation to the RCMP's efforts towards preventing and reducing youth involvement in crime as victims and offenders:

1. Prevent youth crime by addressing the underlying causes and respond to needs of young persons, especially those in situations of risk

Strategic Outcome: Prevent and reduce youth involvement in crime as victims and offenders


YOUTH STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
C.1
Prevent & reduce youth involvement in crime as victims and offenders
EXCELLENCE IN INTEGRATED POLICING
BRIDGE-BUILDING
OPERATIONS
MANAGEMENT EXCELLENCE
I-5
Contribute valued public policy advice
I-7
Focus on early intervention, root causes and police interventions with youth
I-6
Optimize support & response to youth victims
I-2
Sound and rigorous stewardship of RCMP Resources
I-4
Build new and strengthen existing partnerships
I-3
Develop community capacity to prevent crime through social development
I-1
Communicate Effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
L.1
Attract, develop, retain, and support our employees.
L.2
Optimize enabling science & technology

2. Optimize responses to youth who offend with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement

3. Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth-serving organizations, and by providing expertise and leadership in facilitating community problem-solving, prevention and intervention strategies

4. Enhance the protection of children on the Internet and the pursuit of those who use technology to exploit them

5. Contribute valued public policy advice

6. Prevent crime in Canada's youth by providing appropriate courses and other learning opportunities to police officers

7. Disseminate information, internally and externally, on good policing practices with youth and the benefits of crime prevention through social development

Progress Towards Achieving Key Priorities (2006-2007)

a) Key Priorities:

1. *Prevent youth crime by addressing the underlying causes and respond to needs of young persons, especially those in situations of risk*

2. *Optimize responses to youth who offend with an emphasis on early intervention, meaningful consequences, restorative approaches and community involvement*

3. *Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth-serving organizations, and by providing expertise and leadership in facilitating community problem-solving, prevention and intervention strategies*

b) Progress Made in 2006-2007:

The focus for 2006-2007 was on community plans and engagement, as a basis for developing more successful preventive policies and programs:

Highlights of Youth Community Plans 2005/2006 & 2006/2007 Trends Report:

- The RCMP completed its analysis of the youth community plans. A total of 743 plans were analyzed over a two-year period (368 in 2005/2006; 375 in 2006/2007). These were based on the extensive sustained efforts of RCMP frontline members to consult and partner with their communities to identify youth issues, including underlying causes along with risk and protective factors. It is through these detachment youth community plans that the RCMP, with its many partners, are addressing the root causes of crime so that young people are less likely to become victims or offenders
- **National Consultations:**
  - A total of 11 consultation types were available to check off in the youth community plan template
  - The minimum average number of consultations held by detachments = four

Top 5 consultations (most frequently undertaken over two-year period)	
1. Municipal Government/Council meeting	(73%)
2. Meeting with multiple agency partners	(69%)
3. Discussion formal/informal	(68%)
4. Town hall/Community meeting	(54%)
5. Youth focus group	(49%)

The percentages in this table are an average of the percentage for both years

- **National Risk & Protective Factors:**
  - A total of 19 risk factors and 16 protective factors were available to check off in the youth community plans template
  - The most frequently identified risk and protective factors over two years are presented in the following tables:

Top 10 Risk Factors	
1. Drug, alcohol or solvent abuse 2. Parenting skills 3. Lack of services 4. Negative attitudes, values or beliefs 5. Lack of positive role models 6. Low self-esteem	7. Low socioeconomic conditions 8. Children of parents in conflict with the law 9. Family stress 10. Unemployment/underemployment

Top 10 Protective Factors	
1. Positive attitudes, values or beliefs 2. Availability of services 3. Positive role models 4. Success at school 5. Good peer group/friends 6. Favourable socioeconomic conditions	7. Attention to mental physical, spiritual and emotional health 8. Positive self-esteem 9. Participation in traditional healing and cultural activities 10. Conflict resolutions skills

- **National Issues:**
  - Issues were analyzed by primary (No. 1) issues and by secondary issues (all others)
  - Secondary issues were analyzed to provide a more in-depth and accurate understanding
  - The issues most frequently identified over two years are presented in the following tables
- **Primary Issues:**
  - Frequency of primary issues: one issue counted per detachment/community in tables and graphs

Top 5 National Primary Issues (grouped by major category)

1. Substance abuse issues = 55% of all primary issues
2. Violence issues = 11.5% of all primary issues
3. Property crime issues = 10.5% of all primary issues
4. Miscellaneous issues* = 9% of all primary issues
5. Other issues = 5% of all primary issues

* Miscellaneous issues = mostly lack of services, then boredom and loitering

The percentages in this table are an average of the percentage for both years

- **Secondary Issues:**
  - Frequency of secondary issues: one to 17 issues counted per detachment/community
  - Strong reciprocal relation between primary and primary+secondary issues

Top 5 National Primary and Secondary Issues (grouped by major category)

1. Substance abuse issues = 34% of all issues
2. Violence issues = 16% of all issues
3. Property crime issues = 15% of all issues
4. Miscellaneous issues* = 12% of all issues
5. Other issues = 10% of all issues

* Miscellaneous issues = mostly lack of services, then boredom and loitering

The percentages in this table are an average of the percentage for both years

- **Initiatives:**
  - A total of three initiatives per detachment/community (average) were undertaken to address each **primary** issue
  - One to two initiatives per detachment/community (average) were undertaken to address each **secondary** issue

Initiatives for Primary Issues

1.	Substance abuse issues	59% of initiatives undertaken nationally
2.	Property crime issues	11% of initiatives undertaken nationally
3.	Violence issues	10% of initiatives undertaken nationally
4.	Miscellaneous issues	6.5% of initiatives undertaken nationally
5.	Other issues	5% of initiatives undertaken nationally

The percentages in this table are an average of the percentage for both years

- By far, the largest percentage of initiatives undertaken over the two years were to address substance abuse issues
- The most common initiatives undertaken to address substance abuse were:
  - The Drug Abuse Resistance Education (DARE) program
  - Substance abuse education awareness
  - Recreation/sports activities
- The most common initiatives undertaken to address property crime were:
  - Vandalism education/awareness
  - Citizens on Patrol
  - Increased enforcement/patrols
- The most common initiatives undertaken to address violence were:
  - Violence/bullying awareness
  - Substance abuse enforcement initiatives

a) Planned Improvements in Future:

- Build on community capacity to prevent crime and use restorative processes by seeking input from communities, especially youth and youth-serving organizations, and by providing expertise and leadership in facilitating community problem solving, prevention and intervention strategies
- Increase horizontal communication and seek a more effective mechanism for funding youth initiatives in Canada's north through continued support and advancement of the Northern Youth Action Strategy

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a) Key Priority:

4. *Enhance the protection of children on the Internet and the pursuit of those who use technology to exploit them*

b) Progress Made in 2006-2007:

- The National Child Exploitation Coordination Centre (NCECC) is committed to enabling law enforcement in their investigation of Internet-facilitated child sexual exploitation. All priority files where a child is at imminent risk were forwarded to police agencies within the same business day
- The NCECC attained an 80% compliance rate for files and information forwarded to police agencies within seven days of receiving a complaint. Impediments that influence the processing of file and information transfers are the increasing complexity of files and Internet Service Provider (ISP) refusals, both circumstances beyond internal control
- The Victim Identification Unit within the NCECC was established to develop effective methods of identifying and locating victims of Internet-facilitated child sexual exploitation. Canadian investigators, often in collaboration with the NCECC, have identified approximately 216 Canadian children and numerous international children who were victims of Internet-facilitated child sexual exploitation
- The Canadian Police College (CPC) delivered the Canadian Internet Child Exploitation Course (CICEC) to 57 investigators in 2006-2007, with a cumulative total of 200. The Advanced Internet Child Exploitation Course was developed and piloted in 2006, with 32 officers trained to date These courses, developed with the assistance of the NCECC, provide investigators with the tools to pursue those who attempt to exploit young children via the Internet. The CPC also entered into a partnership with the Ontario Police College to deliver these courses at their college in Aylmer, Ontario. Several other CPC courses have a youth component, including Drug Investigative Techniques, Clandestine Lab Investigation, and Aboriginal Domestic Violence

c) Planned Improvements in Future:

- Continued development and implementation of the Canadian Image Database of Exploited Children to assist in the identification and rescue of children
- Capacity to conduct covert operations within NCECC will prevent potential offences and deter offenders
- Education of frontline service providers will be prioritized to ensure that they understand the gravity of, recognize the indicators of, and take appropriate action in Internet-facilitated child sexual exploitation cases. Video training has been developed and translated with roll-out planned for Fall 2007
- The CPC will continuously adapt the NCECC investigative course CICEC in response to changing technology and conditions on the Internet, and will increase the number of investigators trained in response to feedback from the police community

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a) Key Priority:

5. *Contribute valued public policy advice*

b) Progress Made in 2006-2007:

- While the focus for 2006-2007 was on community plans and engagement, significant progress was also made on public policy input and on key components of the National Youth Officer Program. This includes the Youth Officer Resource Center and Community Engagement training, to ensure police officers are provided with valuable resources, tools and skills to address the underlying causes and respond to needs of young persons, especially those in situations of risk
- National Youth Services participates on the Coordinating Committee of Senior Officials (CCSO) for Youth Justice to provide input around the *Youth Criminal Justice Act* (YCJA) including the pre-trial

detention sub-committee. Engagement at the national level with Health Canada, Department of Justice and other partners has provided the momentum necessary to advance a holistic approach to youth concerns

c) Planned Improvements in Future:

- We will seek increased presence at policy tables and heightened coordination within and across governments, and with internal and external partners and stakeholders, with emphasis on directing special attention to those who are in greater need

a) Key Priority:

6. *Prevent crime in Canada's youth by providing appropriate courses and other learning opportunities to police officers*

b) Progress Made in 2006-2007:

- We have developed the National Youth Officer Program, which provides training for Police Officers identified to work with youth of all ages in a variety of venues including schools. The Youth Officer training program aims to develop and improve skill sets for members on a variety of educational, safety, intervention and referral topics. This training will help members recognize youth at risk and offer intervention skills to reduce the numbers of youth involved in crime as victims and offenders. Community engagement is a key component within the training, recognizing the community's valuable contribution to the well-being of youth and its impact in the prevention of youth crime by addressing underlying causes. We have completed a draft Policy for police officers working with schools, as well as the Youth Officer and supervisor competency profiles that help ensure the right member is in the position of guiding Canadian youth
- We undertook the School Action for Emergencies (SAFE) Plan, an operational support tool for members responding to emergencies in a school environment. The SAFE Plan will contain pertinent site-specific information such as staging areas, observation points, traffic points, floor plans and photographs of all schools in RCMP jurisdictions. A national database has been developed to house SAFE Plan data for all schools policed by the RCMP. The SAFE Plan has received support from the Canadian Association of Principals, the Canadian Teachers Federation, the Canadian Association of School Administrators and the Canadian Association of Chiefs of Police. It is being implemented by partnering Canadian police agencies, and also as an integrated response at school sites within RCMP and neighbouring jurisdictions
- A Youth Officer Resource Centre has been set up as an internal website providing tools, tips and education for members working with youth. The website contains carefully selected crime prevention/educational presentations targeted at specific age groups. The tools available reflect the community issues identified through the Youth Community Plans. Accessibility is country-wide, promoting the delivery of consistent messages and providing members with access to information regarding successful programs targeting rehabilitation and integration of youth

c) Planned Improvements in Future:

- Additional training and learning materials are in development to support police officers in the implementation of the criminal justice legislation and forthcoming amendments
- Continued implementation of the National Youth Officer program will lead to increased visibility and accessibility of police officers within schools
- We will complete the development of a National Youth Intervention Program, as an effective diversion strategy to intervene at an early stage for youth who may be experiencing difficulties
- A national network is in development to promote wellness among children and youth through the sharing of education, assessment and intervention tools, as are policies and protocols related to "crime prevention through social development", which can be used and implemented in communities everywhere in Canada

a) Key Priority:

7. *Disseminate information, internally and externally, on good policing practices with youth and the benefits of crime prevention through social development*

b) Progress Made in 2006-2007:

- The website www.deal.org, a "by youth for youth" initiative, continued to grow as a means of reaching youth with information on issues that are important to them. The website provides a forum for expression, encourages leadership, and incites youth to take a stand and get involved in their schools and communities. It also makes available the tools needed to make healthy life choices and to overcome obstacles in personal, family and community life. Deal.org was recognized in 2006 by the Treasury Board Secretariat for exceeding its Government-on-Line commitments, with the number of hits on the deal.org website surpassing one million monthly
- Under the Northern Youth Action Strategy, a community-based "crime prevention through social development" (CPSD) pilot project was initiated in Pangnirtung, Nunavut. The project builds on the RCMP's experience and success in community safety initiatives and in particular with sustainable approaches to CPSD. This initiative is based on community consultation, the identification and prioritization of community issues and concerns, the development and implementation of action plans, and the ongoing evaluation and assessment of both the process and the impact by all partners

c) Planned Improvements in Future:

- We will design generic exercises under the School Action for Emergencies (SAFE) Plan that will be distributed across Canada

Strategic Priority: Economic Integrity

Contribute to Canada's economic integrity through crime reduction

What Makes This A Priority

- Economic crime is a growing trend, impacting both Canadian and global economies
- February 2005 Ipsos-Reid survey indicates 80% of Canadian adults consider identity theft a serious problem and 17% say that someone they know has been a victim of identity theft
- Based on the most recent data, it is estimated that the global illicit cigarette trade was 10.7% of total sales in 2006, representing a loss to government revenue of $US 40 to 50 billion annually
- 22% of cigarettes smoked in Canada are illegal – up from 16.5% in 2006 or a 30% increase (GfK Research). It is estimated that the illicit trade cost federal and provincial governments $1.6 billion per year in lost revenues
- Nearly 75% of Canadians agree that the illegal tobacco trade is a serious problem
- 37% of multinational firms have experienced significant economic fraud
- Exploiting globalization and new technologies, criminals resort to increasingly elaborate and transnational methods, challenging more conventional forms of law enforcement investigation and prosecution
- Global impact of counterfeit products has increased from $100M US in 1992 to over $600B US in 2004
- China is source of 2/3 of pirated goods
- 80% of counterfeit goods in Canada originate from the Asia-Pacific region
- The World Health Organization estimates that 10% of the world's pharmaceuticals are counterfeit
- In Canada, money laundering is a multi-billion dollar problem
- Money laundering represents 2-5% of global GDP
- According to the International Monetary Fund, global estimates of money laundering range from between US$590B and $1.5T
- Direct cost of Intellectual property crime to Canada is estimated at $10-13B annually
- Increasing range of potentially harmful counterfeit products being found in Canada, e.g., pharmaceuticals, electrical products
- Canada leads G10 nations in measured vulnerability to counterfeiting of banknotes
- Currency counterfeiting is on the rise in Canada
- Fraud in its many forms has been on the rise since 2001
- Credit card fraud has been rising steadily since 1990 in Canada – in 2006, losses from credit card fraud amounted to C$292M
- Debit card fraud is an emerging issue, comprising 42% of reported identity thefts in 2003. In 2006, losses from debit card fraud amounted to C$94M

(Source: RCMP Environmental Scan, 2005;Feature Focus: Economic Crime, CISC Annual Report on Organized Crime in Canada 2005, RCMP Policy Centres)

Overview

Economic Integrity refers to consumer and investor confidence in Canada's financial, currency and equity market systems. A safe and secure economy provides confidence for consumers and investors in conducting business, investing and saving. The RCMP contributes to Canada's Economic Integrity through crime reduction, with an aim of supporting the economic and social well-being of all Canadians.

Concerns extend beyond financial crime, touching many areas – counterfeit goods and currency; corporate fraud; theft of intellectual property and identity fraud. These problems can impact the overall Canadian economy through loss of confidence, nationally and internationally, in our country's institutions and markets.

Strategic Priority: Economic Integrity – Overview of Performance Towards Strategic Outcome

Strategic Outcome	Key Performance Goals	Performance	Supporting Program Activities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
• Contribute to Canada's economic integrity through crime reduction	• By 2008, 85% of the individuals who have received information, are prepared to modify or have modified their behaviour	2006: 73% 2007: 74%	1 – Federal and International Operations	$592.9	$626.0
			3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
	• By 2008, 85% of the companies (public or private) that have received information, are prepared to modify or have modified their policies	2006: 74% 2007: 62%	4 – Criminal Intelligence Operations	$70.3	$81.8
			5 – Technical Policing Operations	$174.2	$190.8
			7 – National Police Services	$149.7	$170.9
			Supporting Program Activities (PAA)*	**Planned FTEs**	**Actual FTEs**
			1 – Federal and International Operations	4,568	3,412
			3 – Community, Contract and Aboriginal Policing	13,610	12,941
			4 – Criminal Intelligence Operations	547	509
			5 – Technical Policing Operations	1,164	1,073
			7 – National Police Services	1,266	1,127

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates ** Actual Spending based on Main Estimates + in-year funding

Plans and Priorities (2006-2007)

The following plans and priorities were listed in the 2006-2007 RPP in relation to the RCMP's efforts towards contributing to economic integrity:

1. Prevent, detect and deter criminal activity that affects the Canadian economy

2. Build awareness around crimes that affect the Canadian economy

3. Educate Canadians on the different forms of economic crime and the measures they can take to protect themselves from becoming victims

Progress Towards Achieving Key Priorities (2006-2007)

a) Key Priority:

1. *Prevent, detect and deter criminal activity that affects the Canadian economy*

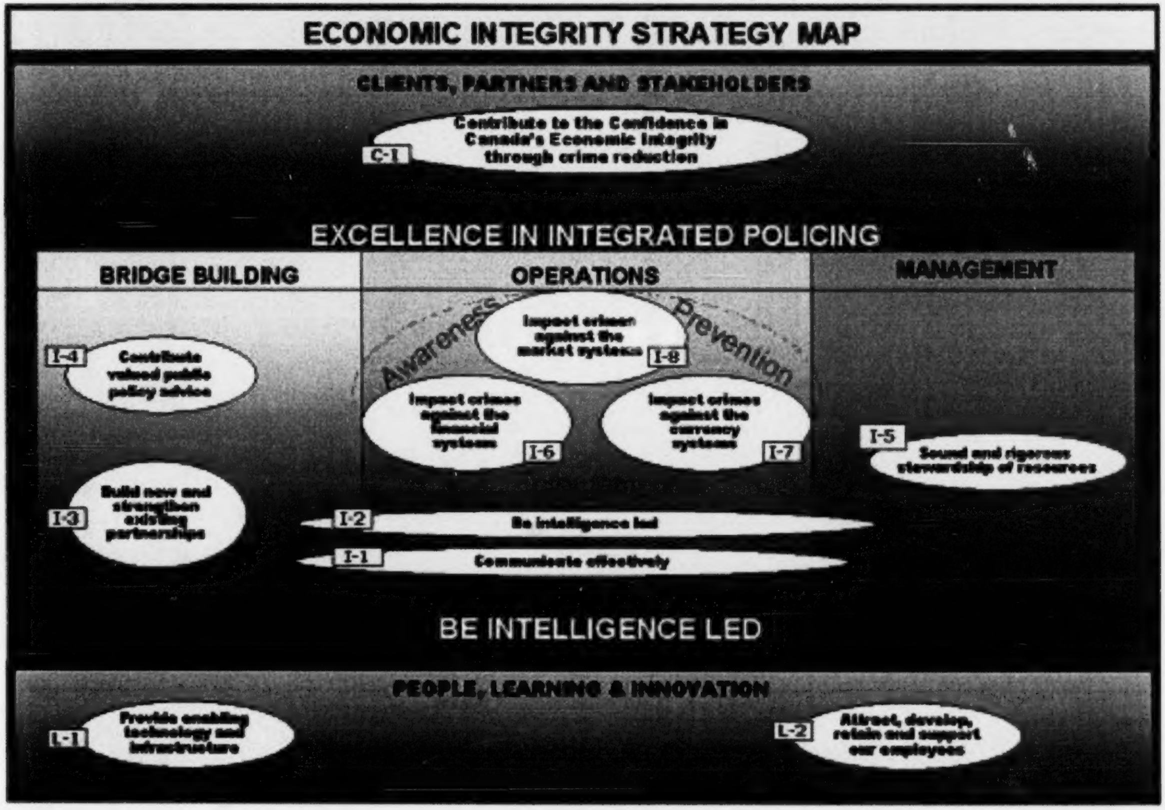
b) Progress Made in 2006-2007:

- Federal Budget 2006 allocated funding to the National Counterfeit Enforcement Strategy

In 2006-2007, dedicated enforcement teams were created and located in Toronto, Montreal and Vancouver, and Regional Counterfeit Coordinator positions were created and located in Halifax, Montreal, Toronto, Calgary and Vancouver. These dedicated teams, known as Integrated Counterfeit Enforcement Teams (ICET), are mandated to conduct the investigation of organized crime groups involved in the production or high volume distribution of counterfeit currency

- The RCMP Counterfeit Analysis Project continued to proactively monitor and analyze counterfeit activity, sharing that intelligence with law enforcement agencies across Canada
- CPC launched a new financial investigators course (FINANC) to equip investigators to address money laundering, fraud and other "white-collar" criminal activities. There was substantial input from the Canadian financial services community in creating and updating this course

Strategic Outcome: Contribute to Canada's economic integrity through crime reduction


ECONOMIC INTEGRITY STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
C-1
Contribute to the Confidence in Canada's Economic Integrity through crime reduction
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT
Awareness
Prevention
Impact crimes against the market systems
I-8
I-4
Contribute valued public policy advice
Impact crimes against the financial systems
I-6
Impact crimes against the currency systems
I-7
I-5
Sound and rigorous stewardship of resources
I-3
Build new and strengthen existing partnerships
I-2
Be intelligence led
I-1
Communicate effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING & INNOVATION
L-1
Provide enabling technology and infrastructure
L-2
Attract, develop, retain and support our employees

- In 2006, the RCMP seized approximately 500,000 cartons of cigarettes across Canada – 10% higher than in 1994 when RCMP seizures peaked during the cigarette smuggling heyday. In addition, 2006 seizure levels increased 1700% since 2001
- In consultation with other partners, RCMP Commercial Crime Branch has developed a National Mass Marketing Fraud Strategy to combat increases in fraudulent telemarketing. The strategy includes the amalgamation of the Canadian Anti-Fraud Call Centre and the Reporting of Economic Crime Online (RECOL) capabilities
- RCMP Criminal Intelligence has an intelligence analyst dedicated to the Canadian Anti-Fraud Call Centre. This analyst works closely with law enforcement and private sector partners in the dissemination and sharing of intelligence on mass marketing fraud and related criminal activity
- The RCMP continues to work with other government departments and international law enforcement partners – such as Interpol, the FBI and ICE – to investigate intellectual property with the focus on reducing the risk to the health and safety of Canadians, reducing the funds channelled to organized crime and protecting the Canadian legitimate economy and tax revenues
- The RCMP conducts priority intellectual property crime investigations targeting the manufacturing, importation and wholesale distribution at the highest levels, as per RCMP/DOJ guidelines
- Under the National Initiative to Combat Money Laundering, 12 new resources were allocated to the RCMP to enhance its ability to detect and deter money laundering and to facilitate the investigation and prosecution of money laundering offences
- The first charges in a project status investigation were laid by the Greater Toronto Area Integrated Market Enforcement Team (IMET) on September 26, 2006. The Greater Toronto Area IMET charged three individuals with numerous criminal offences relating to the fraudulent manipulation of the share price of a company quoted and traded on a US market. The share price had been manipulated through significant trading directed by Canadian-based suspects. These charges represent the first "project status" investigation charges in the IMET program. On March 22, 2007, the principal accused pleaded guilty to criminal charges, resulting in a prison sentence of seven years being levied
- On May 11, 2006, Vancouver IMET charged an individual in respect of an $8.1 million (US) fraud affecting approximately 229 victim investors within the province of British Columbia. On May 16, 2006, the individual pleaded guilty and subsequently was sentenced to six years in prison
- In December 2006, the IMET Program's mandate was reformulated and, accordingly, the new mandate of the IMET initiative is phrased as follows:

  To investigate serious *Criminal Code* capital markets fraud offences that are of regional or national significance and threaten investor confidence or economic stability in Canada

  To work to ensure that those who commit these offences are brought to justice in an effective and timely manner

  To collaborate with other law enforcement agencies and securities regulators to ensure that all complaints and inquiries received by the IMETs pertaining to other market offences (e.g., money laundering in capital markets, securities law violations and other commercial crimes and violations) are addressed by the appropriate body. In particular, infractions to the *Criminal Code* not within the mandate of IMETs will be referred to the RCMP Commercial Crime Branch

c) Planned Improvements in Future:

- The FINANC will be delivered by the CPC to at least 100 investigators in 2007-2008 to meet increasing demand. Non-police organizations have asked to participate and a few seats may be accommodated
- In the face of the growing threat of illicit tobacco trade, a renewed national strategy will be developed in consultation with relevant stakeholders. Efforts will also be undertaken to develop innovative operational responses to stop the flow of contraband tobacco entering Canada in the Central St Lawrence Valley corridor
- RCMP Commercial Crime has received funding to create two Corruption investigative teams mandated to investigate domestic and international corruption of public officials. The teams will be located in Calgary and Ottawa

- The Government of Canada recognizes that the IMET approach to capital market enforcement is sound, however results to date suggest room for improvement. Accordingly, as announced in Budget 2007, the Government appointed a senior expert advisor to the RCMP to help develop and guide the implementation of a plan to improve the effectiveness of the IMETs. This will include initiating concrete steps to enable the IMETs to attract and retain the best qualified police and other expert resources, strengthen coordination of the program on a National basis and enhance collaboration with Provincial authorities
- Enhance collaboration with other law enforcement agencies and securities regulators to ensure that all complaints and inquiries received by the RCMP pertaining to other market offences (e.g., money laundering in capital markets, securities law violations and other commercial crimes and violations) are addressed by the appropriate body.
- Since 1995, the RCMP has taken a strong leadership role in the formation of a consortium of investment fraud regulators interested in pooling resources to develop computer software that would automate the process of trading analysis. This system, known as Market Integrity by Computer Analysis (MICA), can be used to determine the nature and scope of a given criminal scheme, and to prepare schedules for inclusion in court briefs. The RCMP Integrated Market Enforcement Branch coordinated a MICA software training session held at Ottawa from October 16-20, 2006. However, MICA courses that have been available to date have been offered from a Provincial Securities Commission (i.e., Regulatory) perspective. Accordingly, IMET will be leading in the development of a course geared towards using MICA in a criminal law enforcement environment
- Integration is a hallmark of the IMET program. With this in mind, and in the spirit of intelligence-led policing, the RCMP has established one Joint Securities Intelligence Unit (JSIU) in each of the four permanent locales in which there are dedicated IMETs. The JSIUs will be comprised of RCMP personnel, employees from provincial securities regulators and secondments from self-regulatory organizations. The RCMP contribution to each JSIU will be one (1) Regular Member investigator and one (1) Civilian Member Intelligence Analyst for a total of eight FTEs nationwide. Now that each JSIU is operational with RCMP staff, the next step is to formalize the day-to-day activities of each unit. Given the Provincial nature of the Canadian securities regulatory environment, the specific composition will be particular to each unit, but the overall objectives of identifying emerging trends and threats will be common to all
- Integrated Human Resources across the breadth of all of the organizations involved in IMETs
- Vigorous pursuit of legislative amendments that will enhance our ability to investigate and prosecute capital markets-related fraud
- Criminal Intelligence will provide threat assessments specifically in support of the Economic Integrity priority

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a) Key Priority:

2. *Build awareness around crimes that affect the Canadian economy*

3. *Educate Canadians on the different forms of economic crime and the measures they can take to protect themselves from becoming victims*

b) Progress Made in 2006-2007:

- RCMP Commercial Crime Branch has redesigned and implemented the Commercial Crime Investigator Course to reflect advances in investigative techniques
- The aforementioned Regional Counterfeit Coordinators have been mandated to liaise with local law enforcement and with the Bank of Canada in the development and delivery of public education and awareness programs
- The RCMP completed a comprehensive report on identity fraud in Canada. This report consists of data collected and collated from a variety of law enforcement and third party sources
- To inform and alert the public, the Commercial Crime program electronically distributed "*Personal Information and Scams Protection: A Student Practical Guide*", a prevention and awareness publication developed in partnership with the University of Ottawa and other post-secondary institutions. In the past year, this document was accessed through the RCMP

website more than 20,000 times. Following this success, a similar guide was developed for all Canadians. The *"Personal Information and Scams Protection: A Canadian Practical Guide"* was posted on the RCMP's website in March 2007, Fraud Prevention Month. In its first month this guide was accessed more than 3,700 times

- Within its Commercial Crime Sections and Proceeds of Crime Sections across Canada, the RCMP continued to deliver Merchants-Community Partnership Against Financial Crime public awareness seminars. These seminars are delivered by summer students who have received training specific to counterfeit currency, payment cards, money laundering and identity fraud. These information sessions are directed at a variety of businesses, corporations and members of the public. In 2006-2007, this program reached over 2,400 businesses

c) Planned Improvements in Future:

- National harmonization of intelligence and complaint intake mechanisms. Work has begun in earnest on the revitalization of the Securities Fraud Information Centre, which will provide Canadians with a single complaint intake service for any securities-related complaint
- Establish a baseline with which to measure changes in the integrity of Canadian Capital Markets and thereby enable practitioners in the Canadian securities regulatory and enforcement communities, whose mission is to protect the confidence of Canadians and investors in the integrity of Canada's Capital Markets, to objectively measure the integrity of Canada's Capital Markets. As a Balanced Scorecard initiative, the international promotion of this Market Integrity Index (Mi2) research project will solicit the input and feedback of Canadian stakeholders and the international academic community
- Enhance information-sharing practices between securities regulators and law enforcement agencies
- Enhance IMET program promotion and awareness

Strategic Priority: Service to Aboriginal Communities

Contributing to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach

What Makes This A Priority

- There are 152 FNPP agreements in total in Canada (as of January 2007); 94 RCMP community tripartite agreements (RCMP, First Nations and Provincial agreements); and 10 RCMP – First Nations Community Policing Services Provincial Framework Agreements
- The RCMP has 544 community plans from its Detachments, representing its policing service to over 600 Aboriginal communities
- Ongoing Government focus on Aboriginal affairs: long-term development, specific quality of life indicators and accountability report card
- A statistical profile of Aboriginal communities continues to rank them closer to poor countries than the rest of the Canadian population on key social indicators (i.e., health, life expectancy, disposable income, education)
- While the Aboriginal population represents a small proportion of Canadian population as a whole, it constitutes significant proportion in some provinces and territories [i.e., in Nunavut, Inuit represent 85% of territory's total population; 51% of Northwest Territories; almost 1/4 (23%) of Yukon, and about 14% of Manitoba's and Saskatchewan's populations]
- Aboriginal people disproportionately impacted by criminal justice system – in terms of federal incarceration, Aboriginal people account for 18% of those federally incarcerated yet represent only 3.3% of the Canadian population
- Aboriginal population is younger and growing more quickly than non-Aboriginal; children under 14 represent 1/3 of Aboriginal population – far higher than 19% of Canadian population; Aboriginal youth – key vulnerable population
- Aboriginal children currently under age 15 will be entering workforce within next 10 to 15 years – in Manitoba and Saskatchewan, these young people may account for 1/4 of new workplace entrants
- Aboriginal unemployment rate continues to be higher than in the rest of Canadian population; Aboriginal youth (ages 15-24) – twice as likely to be unemployed; part of increasingly diverse homeless population
- Aboriginal baby boom – many Aboriginal youth are being recruited by organized crime groups and Aboriginal-based gangs – profound effect on gang activity and incarceration rates; other important social implications
- Aboriginal youth, due to the range of problems caused by poverty, are targeted for recruitment by organized crime gangs for prostitution, smuggling, drugs and other forms of violence and corruption (AFN Resolution No. 70, Development Of A First Nations Youth Gang Prevention Strategy)
- Close to half of all Canadians (49 %) believe unregulated "smoke shacks" in Aboriginal communities are the primary source for illegal tobacco

(Sources: RCMP Environmental Scan, 2004; Canada's Performance, 2004; Canada's Performance, 2005; CISC Annual Report on Organized Crime in Canada 200; CISC Annual Report on Organized Crime in Canada 2005; October 2004 Speech from the Throne; RCMP policy centres)

Overview

The RCMP has had a long and productive history of service to Aboriginal communities across this country, and has worked successfully to build good relationships with Aboriginal communities serviced in RCMP jurisdictions. In line with the Government of Canada's priority to build stronger Aboriginal communities, the RCMP is committed to bring a greater focus to this area of policing by dealing with the various challenges Aboriginals face both on and off reserves.

The Aboriginal Communities strategic priority of the RCMP continues to focus on "safer and healthier Aboriginal communities". RCMP Operations will continue to develop and implement culturally sensitive strategies, plans and programs to address the particular needs of Aboriginal Peoples in both urban and rural areas, and in the North. An integral part of this approach is the continued use of restorative justice techniques and methods where appropriate. The restorative justice approach allows us to work with communities to help them heal and to confront their problems using traditional Aboriginal justice practices, rather than relying on more formal criminal sanctions or incarceration.

Strategic Priority: Aboriginal Communities – Overview of Performance Towards Strategic Outcome

Strategic Outcome	Key Performance Goals	Performance
• Contribute to safer and healthier Aboriginal communities	• Increase by 10% the percentage of stakeholders satisfied their organization/ community has a good working relationship with the RCMP	**Stakeholders:** 2005 to 2006: 20% 2006 to 2007: 2%
	• Increase by 10% the percentage of stakeholders satisfied that the RCMP makes a valuable contribution to the sustainability of their community	**Stakeholders:** 2005 to 2006: 6% 2006 to 2007: 14%
	• Increase by 10% the percentage of stakeholders satisfied the RCMP successfully addresses local policing priorities	**Stakeholders:** 2005 to 2006: 2% 2006 to 2007: 9%
	• Increase by 10% the percentage of stakeholders/partners who agree that the RCMP effectively communicates what it is doing and why it is doing it	**Partners:** 2005 to 2006: 11% 2006 to 2007: 10% **Stakeholders:** 2005 to 2006: 3% 2006 to 2007: 1%
	• Increase by 10% the percentage of stakeholders who agree that the RCMP provides accurate and complete information about its programs and services	**Stakeholders:** 2005 to 2006: 3% 2006 to 2007: 1%
	• Increase to 80% the percentage of stakeholders/partners who agree that the RCMP is a valuable partner in contributing to safer and healthier Aboriginal communities	**Partners:** 2006: 77% 2007: 94% **Stakeholders:** 2006: 76% 2007: 72%
	• Double the number of external partners participating in Strategic Priority Working Groups	One new partner engaged
	• Increase to 80% the percentage of stakeholders who agree that the RCMP provides valuable input into the development of public policy pertaining to Aboriginal communities issues	2006: 84% 2007: 63%

Supporting Program Activities (PAA)*	Planned Spending ($ millions)**	Actual Spending ($ millions)***
1 – Federal and International Operations	$592.9	$626.0
3 – Community, Contract and Aboriginal Policing	$2,083.4	$2,140.7
7 – National Police Services	$149.7	$170.9

Supporting Program Activities (PAA)*	Planned FTEs	Actual FTEs
1 – Federal and International Operations	4,568	3,412
3 – Community, Contract and Aboriginal Policing	13,610	12,941
7 – National Police Services	1,266	1,127

Note: * Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
** Planned Spending based on Main Estimates ** Actual Spending based on Main Estimates + in-year funding

Plans and Priorities (2006-2007)

The following plans and priorities were listed in the 2006-2007 RPP in relation to the RCMP's efforts towards contributing to safer and healthier Aboriginal communities:

1. Provide a culturally sensitive policing service

2. Develop community capacity to prevent crime through social development

3. Contribute to public policy and ensure sound policy development

4. Build new and strengthen existing partnerships

5. Communicate effectively to internal/external partners and stakeholders

6. Build capacity in terms of expertise and resources, while supporting employees

Progress Towards Achieving Key Priorities (2006-2007)

a) Key Priority:

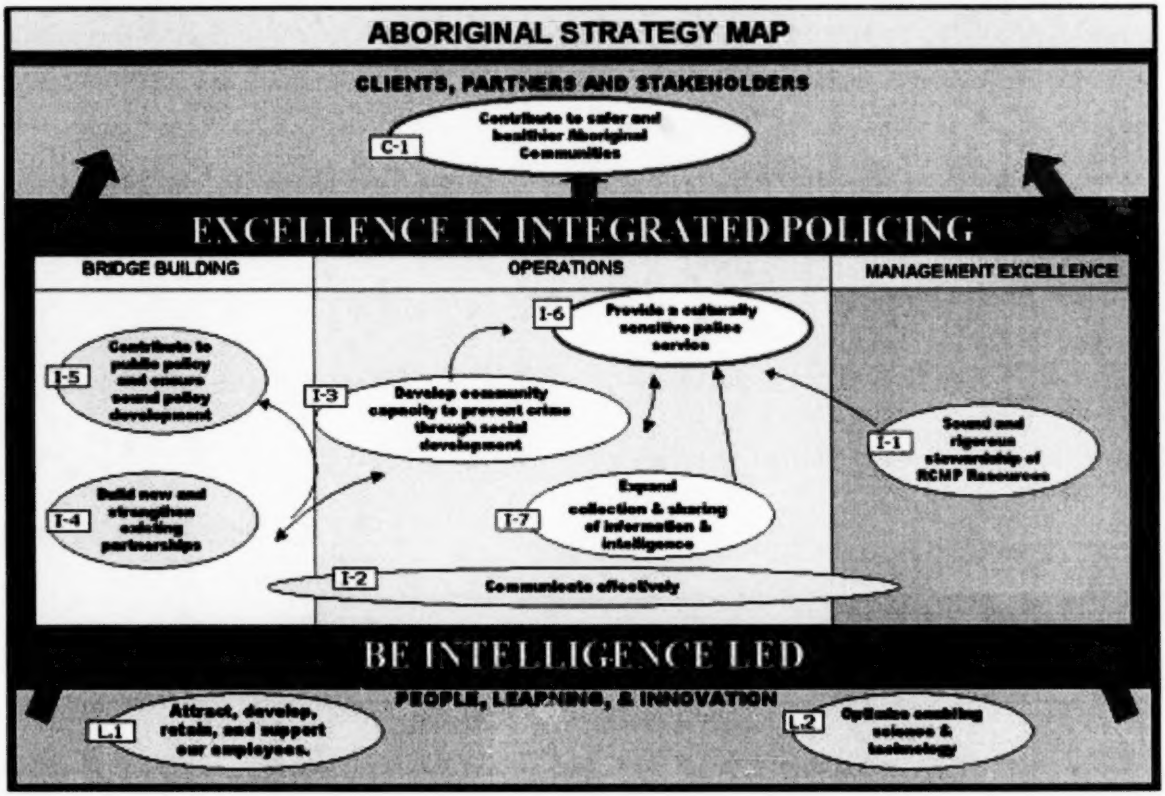
1. *Provide a culturally sensitive policing service*

2. *Develop community capacity to prevent crime through social development*

b) Progress Made in 2006-2007:

- In 2006-2007, 544 Aboriginal communities across Canada were involved in implementing community plans to address the number one issue/offence within that community. An integral aspect of the RCMP's success in building trust with Aboriginal communities is our daily frontline engagement with them. Whether serving as an enhanced policing service under a Community Tripartite Agreement or through our provincial policing role, the RCMP continually strives to enhance and grow the relationship with each community we serve

Strategic Outcome: Contributing to the long-term wellness and safety of Aboriginal communities through a holistic and culturally competent approach


ABORIGINAL STRATEGY MAP
CLIENTS, PARTNERS AND STAKEHOLDERS
C-1
Contribute to safer and healthier Aboriginal Communities
EXCELLENCE IN INTEGRATED POLICING
BRIDGE BUILDING
OPERATIONS
MANAGEMENT EXCELLENCE
I-6
Provide a culturally sensitive police service
I-5
Contribute to public policy and ensure sound policy development
I-3
Develop community capacity to prevent crime through social development
I-1
Sound and rigorous stewardship of RCMP Resources
I-4
Build new and strengthen existing partnerships
I-7
Expand collection & sharing of information & intelligence
I-2
Communicate effectively
BE INTELLIGENCE LED
PEOPLE, LEARNING, & INNOVATION
L.1
Attract, develop, retain, and support our employees.
L.2
Optimize enabling science & technology

- The community planning process provides insight into Aboriginal Policing across Canada, by providing a medium for reporting the successes and challenges that result from the RCMP's continued efforts to contribute to the health and safety of Aboriginal communities, and by identifying key factors that must be addressed in a holistic manner if improvement and sustainability are to occur. For instance, in 2006, over 60% of communities identified drug and/or alcohol and substance abuse as the primary issue
- A newly restructured National Aboriginal Policing Services (NAPS) within CCAPS illustrates the priority placed on both Aboriginal Affairs and Aboriginal Operations. While Aboriginal Affairs' primary objective is to work collaboratively with partners and Aboriginal organizations to strategically position critical Aboriginal research and policy issues, Aboriginal Operations is focused on enhancing service delivery/operations to Aboriginal communities. By engaging Aboriginal communities, the RCMP has become a force of change in many communities across Canada and is sought as a resource to provide a cultural perspective in Aboriginal disputes, issues or protests
- Developed community programs that enhance capacity – these include the Aboriginal Youth Training Program, Band and Community Constables, and the Cadet Corps Program to provide opportunities for role models for youth, as well as prevention programs geared towards substance abuse and suicide prevention. More specifically, NAPS continued to provide insight to the Drugs and Organized Crime Awareness Section on the training materials, syllabus and program delivery of the Aboriginal Shield drug demand reduction program for Aboriginal Youth. NAPS also provided support to innovative initiatives at local levels to address key issues, such as the Hobbema Cadet program and the Cops Camp in Northern Manitoba
- Drugs & Organized Crime Awareness Service held seminars with members of the Canadian Aboriginal community to update the curriculum of the Aboriginal Shield Program
- As of January 2007, there were 1,147 self-identified Aboriginal employees in the RCMP – an Aboriginal people employment rate in the Government of Canada which is second only to Indian and Northern Affairs Canada
- The RCMP's Aboriginal Employee Council was formed with representation from major policy centres and all Divisions; it provided impetus to numerous human resources-related changes to improve the RCMP's service to Aboriginal communities

c) Planned Improvements in Future:

- The Indian Residential School issue has remained a priority area for the RCMP, in terms of prevention, enforcement and reconciliation. The RCMP has been recognized as a leader in terms of its approach toward mobilizing employees, Aboriginal communities and other police on this issue. We have developed specific programs and initiatives to reduce any negative community impacts (e.g., fraud, elder abuse, drug abuse, organized crime) arising from the Common Experience Payment that is anticipated to be mailed to survivors on or after November 2007
- The revised Aboriginal Shield Program will be piloted in selected communities, and training will be provided to the community facilitators who will deliver the program
- The RCMP has worked with independent Aboriginal consultants to develop and deliver its Aboriginal Perceptions Training for our employees across Canada for over a decade; it now requires updating and we are currently analyzing the best approach, that is whether to retain and modify our existing perceptions training (to add more depth on women and Métis) or to utilize an existing training program such as that offered by the Canada School of Public Service

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a) Key Priority:

3. *Contribute to public policy and ensure sound policy development*

b) Progress Made in 2006-2007:

- To promote coordination and consistency in responding to Aboriginal concerns, National Aboriginal Policing Service has been an integral component of interagency and interdepartmental working groups such as the Aboriginal Justice Interdepartmental Working Group, Organized Crime Awareness Working Group, AFN Public Safety Protocol, Indian Residential School Community Impacts Aboriginal Affairs Working Group, Family Violence Initiative, Influenza

Pandemic Plan, and the Sisters in Spirit. In its unique position as a Federal, Provincial, Municipal and Aboriginal Policing Service, the RCMP brings to the table both a law enforcement perspective and a close working relationship with a multitude of partners and jurisdictions across Canada

c) Planned Improvements in Future:

- Collaboration with Aboriginal communities, and work within the Government of Canada, and with the provinces/territories towards the development of: enhanced relationships with Aboriginal people and communities; an RCMP contraband tobacco strategy; the prevention and disruption of Aboriginal gangs; reduction of community impacts from the Indian Residential School Common Experience Payments; Truth and Reconciliation as part of the Indian Residential School Settlement Agreement; Métis Rights; provision of training on Matrimonial Real Property legislation; and reduction of the sexual exploitation of Aboriginal Women and Children

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a) Key Priority:

4. *Build new and strengthen existing partnerships*

b) Progress Made in 2006-2007:

- Relationship building is an essential component of the community planning process. The RCMP continued to work in collaboration with Aboriginal communities, stakeholders and partners to develop initiatives, programs, strategies and processes that contribute to and enhance the health and safety of Aboriginal communities. Partnerships with Aboriginal organizations at the provincial and territorial levels continue to be developed by all Divisions across Canada
- At the national level, relationships are being fostered with the Inuit Tapiriit Kanatami (ITK), Assembly of First Nations (AFN), Native Women's Association of Canada (NWAC), Métis National Council (MNC), and the Congress of Aboriginal Peoples (CAP)
- The RCMP has partnered with the Office of Federal Interlocutor (OFI), Parks Canada, Environment Canada, and the Department of Fisheries and Oceans to help all enforcement and policing personnel understand their obligations as a result of the Powley decision and expanded Métis rights
- The RCMP's Aboriginal Strategic Priority Working Group succeeded in having a representative from Public Safety participate in the group, and will continue to seek further opportunities to engage external partners

c) Planned Improvements in Future:

- NAPS has partnered with the Ontario Provincial Police (OPP) and the Sûreté du Québec (SQ) to develop a cohesive response to Aboriginal conflict. Ensuring a common understanding and approach to dealing with Aboriginal protests will contribute to public security. The renewal of the Assembly of First Nations Protocol will further strengthen our relationship with Aboriginal communities
- Increased numbers of division-based public safety protocols and nationally-based public safety protocols with First Nations peoples and organizations such as the Métis National Council and the Inuit Tapirit Kanatami
- Work with federal and provincial agencies responsible for health, education and employment-related issues

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a) Key Priority:

5. *Communicate effectively to internal/external partners and stakeholders*

6. *Build capacity in terms of expertise and resources, while supporting employees*

b) Progress Made in 2006-2007:

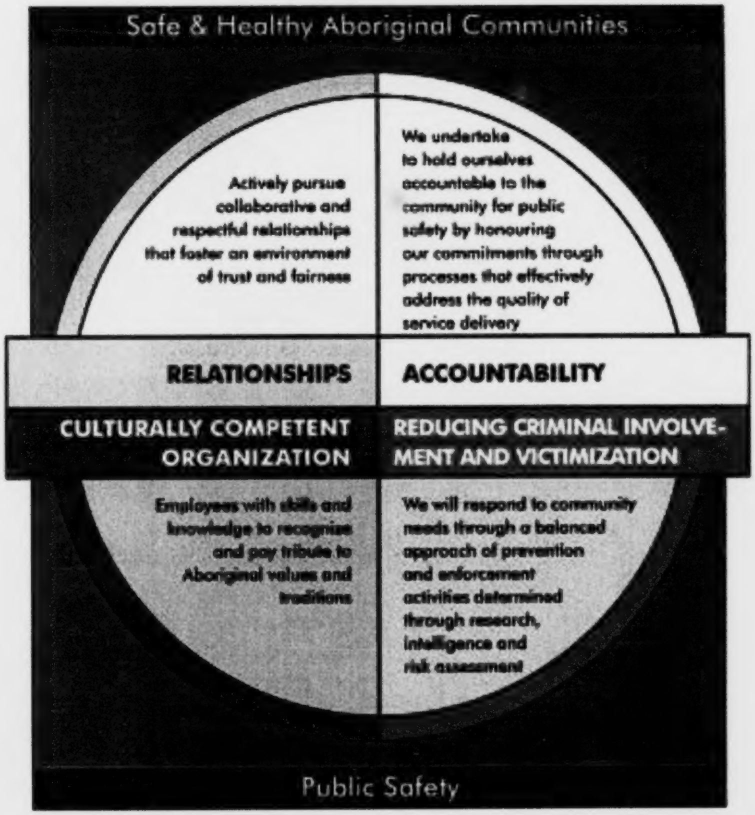
- The Professional Development Centre for Aboriginal Policing (PDCAP) was established at CPC in 2006-2007, with an RCMP Inspector and three instructors. Public Safety provided some of the funding for PDCAP and is fully engaged in PDCAP activities
- All PDCAP instructors are seconded from other police partners. PDCAP delivered an Aboriginal Senior Police Administration Course (SPAC) in Alberta in 2006 – training 24 middle managers from Aboriginal police services or other police services with Aboriginal jurisdiction. New courses have been created focusing on Organized Crime in Aboriginal communities and on Domestic Violence
- As the PDCAP curriculum is tailored for police who serve Aboriginal communities, it focuses on cultural sensitivity and building partnerships with

Aboriginal communities and groups, such as the First Nations' Chiefs of Police Association (FNCPA). These courses also build capacity in terms of expertise amongst Aboriginal community police services

c) Planned Improvements in Future:

- In 2007, the RCMP developed its "Service Delivery to Aboriginal Communities: An Operational Framework", which is a business-line wide service delivery model developed by National Aboriginal Policing Services and divisional Aboriginal Policing Service (APS) sections to help all employees provide more effective policing service to Aboriginal communities
- The key facets of the operational framework involve realizing tangible goals by building and strengthening relationships, demonstrating a culturally competent police service, reducing criminal involvement and victimization, and ensuring accountability. There are measurable and achievable goals in each of the four interdependent quadrants of the operational framework that apply to detachments and to contract, federal and national policing policy centres in the divisions and National Headquarters, including Human Resources and Corporate Services. These measurable goals are incorporated into Performance Plans at all levels and, most notably, facilitate a collaborative relationship between the Detachment commander, personnel, and the Aboriginal communities they serve
- Future efforts will be focused on integrating the operational framework into the RCMP's service delivery general principles
- The CPC is conducting needs assessments to guide the development of additional Aboriginal policing courses. Most PDCAP courses will be delivered offsite at Aboriginal communities, where possible
- The RCMP has developed organizational and functional competencies specific to the Aboriginal culture. These competencies will be used to manage employee performance as well as to create job descriptions for those serving Aboriginal people

Service Delivery Map


Safe & Healthy Aboriginal Communities
RELATIONSHIPS
ACCOUNTABILITY
CULTURALLY COMPETENT ORGANIZATION
REDUCING CRIMINAL INVOLVEMENT AND VICTIMIZATION
Public Safety

Actively pursue collaborative and respectful relationships that foster an environment of trust and fairness

We undertake to hold ourselves accountable to the community for public safety by honouring our commitments through processes that effectively address the quality of service delivery

Employees with skills and knowledge to recognize and pay tribute to Aboriginal values and traditions

We will respond to community needs through a balanced approach of prevention and enforcement activities determined through research, intelligence and risk assessment

SECTION III: SUPPLEMENTARY INFORMATION

Our Structure for Service / Program Delivery

Our Management Structure

The RCMP is organized under the authority of the *RCMP Act*. In Accordance with the Act, it is headed by the Commissioner, who, under the general direction of the Minister of Public Safety Canada, has the control and management of the Force and all matters connected therewith.

Key components of our management structure include:

- **Deputy Commissioners Pacific, North West and Atlantic Regions:**

  to oversee operations in these regions

- **Deputy Commissioner Federal Services and Central Region:**

  to meet our federal policing mandate [includes Federal and International Operations (FIO), Protective Policing Services, as well as A, C and O Division operations]

- **Deputy Commissioner Operations and Integration:**

  to drive horizontal integration in all areas including strategy, performance improvement and operations [includes Criminal Intelligence, National Security Criminal Investigations (NSCI), Operational Readiness and Response Coordination Centre (ORRCC), Strategic Policy and Planning Directorate (SPPD), Integrated Operations Support (IOS) and Community, Contract and Aboriginal Policing Services (CCAPS)]

- **Deputy Commissioner National Police Services:**

  to focus on the provision of services to frontline operational policing and information management to the RCMP and the wider police community [services include Technical Operations (Tech Ops), the Canadian Police College (CPC), Criminal Intelligence Service Canada (CISC), Forensic Science and Identification Services (FS&IS), the National Child Exploitation Coordination Centre (NCECC), the Canadian Police Information Centre (CPIC), the Canada Firearms Centre (CAFC), and the Chief Information Officer (CIO)]

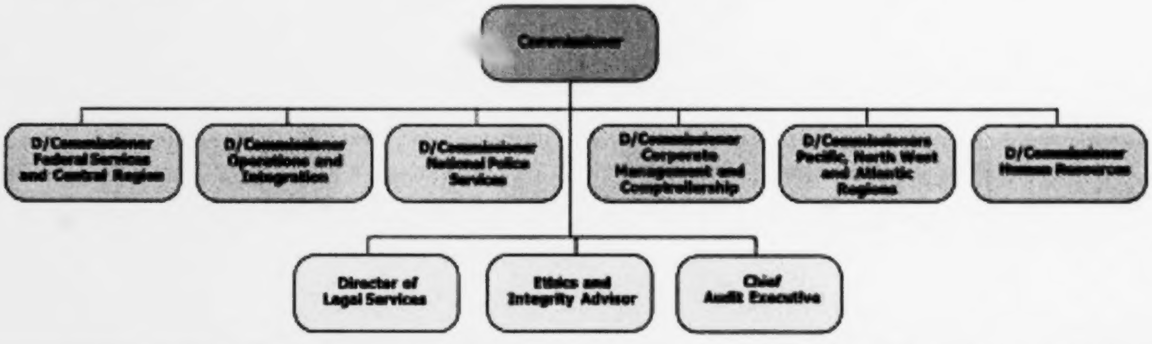
- **Deputy Commissioner Corporate Management and Comptrollership:**

  to continue to meet standards of accountability, stewardship, results and value-based management, increased transparency and responsiveness, risk management, renewed control systems and sustainable development

- **Deputy Commissioner Human Resources:**

  to develop HR management strategies that maximize human performance and drive organizational success, ensure that HR polices and processes enable operational readiness, and build and sustain a workforce that is committed to excellence in service delivery

In addition to the Deputy Commissioners, the Ethics and Integrity Advisor, the Director of Legal Services and the Chief Audit Executive complete the Senior Executive Team.


Commissioner
D/Commissioner Federal Services and Central Region
D/Commissioner Operations and Integration
D/Commissioner National Police Services
D/Commissioner Corporate Management and Comptrollership
D/Commissioners Pacific, North West and Atlantic Regions
D/Commissioner Human Resources
Director of Legal Services
Ethics and Integrity Advisor
Chief Audit Executive

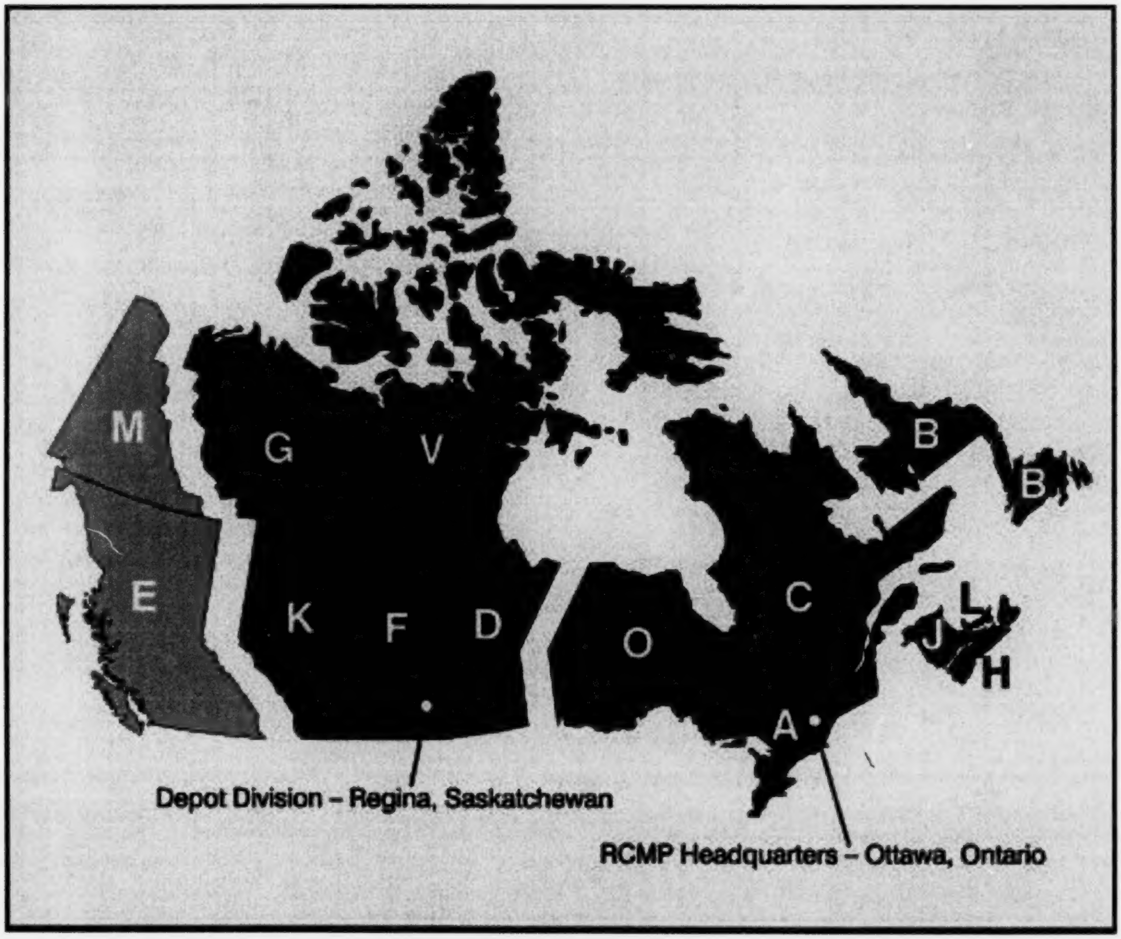
Where We Are Located

To deliver on our responsibilities, we have over 25,000 employees including regular and civilian members and public service employees. We are also fortunate to have over 75,000 volunteers to assist us in our efforts to deliver quality services to the communities we serve across Canada.

The RCMP is unique in the world since we are a national, federal, provincial and municipal policing body, and as a result, the men and women of the RCMP can be found all across Canada.

Operating from more than 750 detachments, we provide daily policing services in over 200 municipalities, provincial or territorial policing services everywhere but Ontario and Québec, as well as, providing service to over 600 Aboriginal communities, three international airports, plus numerous smaller ones. We strive to fulfill our commitment to you – to keep your homes and communities safe.

We are organized into four regions, 14 divisions, the National Headquarters in Ottawa and the RCMP's training facility – or "Depot" – in Regina. Each division is managed by a Commanding Officer and is alphabetically designated. Divisions roughly approximate provincial boundaries with their headquarters located in respective provincial or territorial capitals (except "A", Ottawa; "O", London; "C", Montreal; and "E", Vancouver).


M
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A
Depot Division – Regina, Saskatchewan
RCMP Headquarters – Ottawa, Ontario

Table 1: Comparison of Planned to Actual Spending (including FTEs)

Program Activity ($ millions)	**Actual 2004-2005**	**Actual 2005-2006**	**2006-2007**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actuals**
Federal and International Operations	548.2	579.7	592.9	703.0	653.9	626.0
Protective Policing Services	120.0	125.7	105.1	116.4	150.7	108.9
Community, Contract and Aboriginal Policing	1,871.0	1,991.8	2,083.4	2,174.0	2,240.4	2,140.7
Criminal Intelligence Operations	68.7	71.6	70.3	76.5	85.2	81.8
Technical Policing Operations	171.0	168.8	174.2	189.3	198.3	190.8
Policing Support Services	60.7	67.3	68.5	71.1	80.0	84.0
National Police Services	143.5	161.9	149.7	164.8	210.4	170.9
Registration, Licensing and Supporting Infrastructure	92.8	68.5	78.3	68.9	77.7	74.2
Policy, Regulatory, Communications and Portfolio Integration			5.3	4.7	4.8	2.4
Pensions under the *RCMP Contribution Act*	22.6	23.6	23.0	23.0	20.4	20.4
To compensate members of the RCMP for injuries received in the performance of duty	31.8	39.1	48.8	48.8	58.8	55.1
Payments in nature of Workers' Compensation, to survivors of members of the Force	1.5	1.4	1.5	1.5	1.5	2.0
Pensions to families of members of the RCMP who have lost their lives while on duty	0.1	0.1	0.1	0.1	0.1	0.1
Total	**3,131.9**	**3,299.5**	**3,401.3**	**3,642.0**	**3,782.2**	**3,557.3**
Less: Non-Respendable Revenue	85.7	107.2	92.1	92.1	93.5	99.3
Plus: Cost of services received without charge	193.9	201.9	198.4	198.4	202.7	221.5
Net Cost of Department	**3,240.1**	**3,394.2**	**3,507.6**	**3,748.3**	**3,891.4**	**3,679.4**
Full Time Equivalents	**23,236.0**	**23,578.8**	**25,665.0**	**26,481.3**	**25,809.6**	**24,786.4**

Note: Due to rounding, figures may not add to totals shown.
17.2 million *"Refunds of amounts to revenues in previous years"* shown in the 2006-2007 Public Accounts are not included.

Total Gross Expenditures ($ millions)

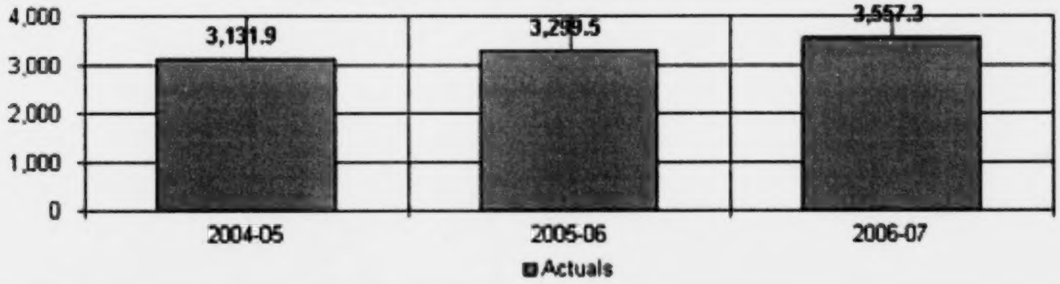


Table 2: Use of Resources by Business Line

Business Lines **($ millions)**		**FTEs**	**Operating**	**Capital**	**Grants and Contributions**	**Total Gross Expenditures**	**Less: Respendable Revenues**	**Total Net Expenditures**
Federal and International Operations	Main Estimates	4,624.0	557.0	35.9	0.0	592.9	0.6	592.3
	(Planned)	5,257.2	664.4	38.5	0.0	703.0	0.6	702.3
	(Authorities)	*4,638.0*	*612.0*	*41.8*	*0.0*	*653.9*	*8.9*	*644.9*
	(Actual)	**4,224.9**	**585.7**	**40.4**	**0.0**	**626.0**	**7.7**	**618.3**
Protective Policing Services	Main Estimates	918.0	99.8	5.3	0.0	105.1	0.1	105.0
	(Planned)	920.5	111.1	5.3	0.0	116.4	0.1	116.3
	(Authorities)	*932.1*	*144.2*	*6.5*	*0.0*	*150.7*	*2.0*	*148.7*
	(Actual)	**595.6**	**102.0**	**6.9**	**0.0**	**108.9**	**5.4**	**103.5**
Community, Contract and Aboriginal Policing	Main Estimates	15,945.0	1,899.2	184.2	0.0	2,083.4	1,235.2	848.2
	(Planned)	15,983.7	1,989.8	184.2	0.0	2,174.0	1,235.2	938.8
	(Authorities)	*15,946.2*	*2,038.3*	*202.1*	*0.0*	*2,240.4*	*1,313.7*	*926.7*
	(Actual)	**15,741.6**	**1,989.6**	**151.0**	**0.0**	**2,140.7**	**1,252.1**	**888.6**
Criminal Intelligence Operations	Main Estimates	587.0	66.8	3.5	0.0	70.3	0.1	70.2
	(Planned)	624.2	73.0	3.5	0.0	76.5	0.1	76.4
	(Authorities)	*596.0*	*80.8*	*4.3*	*0.0*	*85.2*	*1.0*	*84.2*
	(Actual)	**596.6**	**79.1**	**2.6**	**0.0**	**81.8**	**0.9**	**80.9**
Technical Policing Operations	Main Estimates	1,333.0	155.3	18.9	0.0	174.2	0.2	173.9
	(Planned)	1,432.4	170.3	18.9	0.0	189.3	0.2	189.0
	(Authorities)	*1,333.1*	*176.3*	*22.0*	*0.0*	*198.3*	*3.5*	*194.9*
	(Actual)	**1,389.6**	**180.1**	**10.7**	**0.0**	**190.8**	**2.1**	**188.7**
Policing Support Services	Main Estimates	402.0	65.9	2.6	0.0	68.5	0.1	68.4
	(Planned)	403.2	68.4	2.6	0.0	71.1	0.1	71.0
	(Authorities)	*402.0*	*76.8*	*3.2*	*0.0*	*80.0*	*1.0*	*79.0*
	(Actual)	**528.1**	**79.2**	**4.8**	**0.0**	**84.0**	**0.9**	**83.2**
National Police Services	Main Estimates	1,454.0	138.8	10.5	0.4	149.7	3.7	146.0
	(Planned)	1,458.1	153.9	10.5	0.4	164.8	3.7	161.2
	(Authorities)	*1,560.1*	*197.4*	*12.6*	*0.4*	*210.4*	*6.0*	*204.4*
	(Actual)	**1,353.0**	**161.6**	**8.9**	**0.4**	**170.9**	**7.8**	**163.1**

Note: Due to rounding, figures may not add to totals shown.

Table 2: Use of Resources by Business Line (continued)

Business Lines ($ millions)		FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Registration, Licensing and Supporting Infrastructure	Main Estimates	375.0	65.3	0.0	13.0	78.3	0.0	78.3
	(Planned)	375.0	55.9	0.0	13.0	68.9	0.0	68.9
	(Authorities)	*375.0*	*64.7*	*0.0*	*13.0*	*77.7*	*0.0*	*77.7*
	(Actual)	**339.0**	**63.1**	**0.0**	**11.1**	**74.2**	**0.0**	**74.2**
Policy, Regulatory, Communications and Portfolio Integration	Main Estimates	27.0	4.3	0.0	1.0	5.3	0.0	5.3
	(Planned)	27.0	3.7	0.0	1.0	4.7	0.0	4.7
	(Authorities)	*27.0*	*3.8*	*0.0*	*1.0*	*4.8*	*0.0*	*4.8*
	(Actual)	**18.0**	**2.2**	**0.0**	**0.2**	**2.4**	**0.0**	**2.4**
Pensions under the *RCMP Contribution Act*	Main Estimates	0.0	0.0	0.0	23.0	23.0	0.0	23.0
	(Planned)	0.0	0.0	0.0	23.0	23.0	0.0	23.0
	(Authorities)	*0.0*	*0.0*	*0.0*	*20.4*	*20.4*	*0.0*	*20.4*
	(Actual)	**0.0**	**0.0**	**0.0**	**20.4**	**20.4**	**0.0**	**20.4**
To compensate members of the RCMP for injuries received in the performance of duty	Main Estimates	0.0	0.0	0.0	48.8	48.8	0.0	48.8
	(Planned)	0.0	0.0	0.0	48.8	48.8	0.0	48.8
	(Authorities)	*0.0*	*0.0*	*0.0*	*58.8*	*58.8*	*0.0*	*58.8*
	(Actual)	**0.0**	**0.0**	**0.0**	**55.1**	**55.1**	**0.0**	**55.1**
Payments in nature of Workers' Compensation, to survivors of members of the Force	Main Estimates	0.0	0.0	0.0	1.5	1.5	0.0	1.5
	(Planned)	0.0	0.0	0.0	1.5	1.5	0.0	1.5
	(Authorities)	*0.0*	*0.0*	*0.0*	*1.5*	*1.5*	*0.0*	*1.5*
	(Actual)	**0.0**	**0.0**	**0.0**	**2.0**	**2.0**	**0.0**	**2.0**
Pensions to families of members of the RCMP who have lost their lives while on duty	Main Estimates	0.0	0.0	0.0	0.1	0.1	0.0	0.1
	(Planned)	0.0	0.0	0.0	0.1	0.1	0.0	0.1
	(Authorities)	*0.0*	*0.0*	*0.0*	*0.1*	*0.1*	*0.0*	*0.1*
	(Actual)	**0.0**	**0.0**	**0.0**	**0.1**	**0.1**	**0.0**	**0.1**
Total	Main Estimates	25,665.0	3,052.4	261.1	87.9	3,401.3	1,240.0	2,161.3
	(Planned)	26,481.3	3,290.6	263.7	87.8	3,642.1	1,240.0	2,402.1
	(Authorities)	*25,809.6*	*3,394.4*	*292.6*	*95.2*	*3,782.2*	*1,336.0*	*2,446.2*
	(Actual)	**24,786.4**	**3,242.6**	**225.4**	**89.3**	**3,557.3**	**1,276.8**	**2,280.5**

Note: Due to rounding, figures may not add to totals shown.
17.2 million *"Refunds of amounts to revenues in previous years"* shown in the 2006-2007 Public Accounts are not included.

Table 3: Voted and Statutory Items

Financial Requirements by Authority ($ millions) Vote		2006-2007			
		Main Estimates	Planned Spending	Total Authorities	Actual
Royal Canadian Mounted Police – Law Enforcement Program					
60	Operating expenditures	1,259.0	1,313.0	1,656.3	1,570.4
61	Registration, Licensing and Supporting Infrastructure	50.8	50.8	51.6	50.6
62	Policy, Regulatory, Communications and Portfolio Integration	14.6	14.6	14.0	11.7
65	Capital expenditures	197.9	217.0	292.6	225.4
70	Grants and Contributions	43.7	43.7	74.9	68.8
(S)	Pensions and other employee benefits – Members of the Force	288.6	288.6	270.5	270.5
(S)	Contribution to employee benefit plans	51.1	51.1	58.5	58.5
(S)	Pensions under the *Royal Canadian Mounted Police Pension Continuation Act*	23.0	23.0	20.4	20.4
Total Department		**1,928.7**	**2,001.8**	**2,438.8**	**2,276.3**

Note: Total authorities are main estimates plus supplementary estimates plus other authorities.
Due to rounding, figures may not add to totals shown.
In addition, $7.4 million was available from proceeds of disposal of surplus Crown Assets, of which $3.9 million was spent. The balance will be available as spending authority in 2007/2008.
Numbers listed above do not include refunds of amounts credited to revenues in previous years.

Authorities 2006-2007
Vote ($ millions)

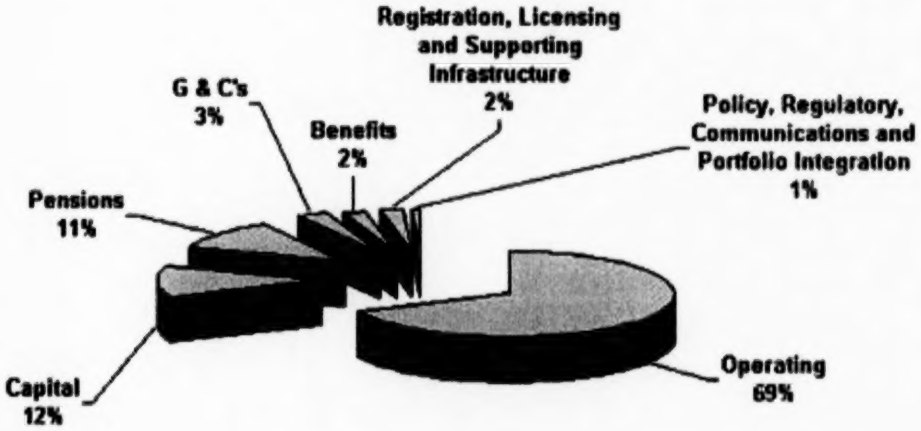


Table 4: Services Received Without Charge

($ millions)	2006-2007
Accommodation provided by Public Works and Government Services Canada (PWGSC)	60.6
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	158.1
Worker's compensation coverage provided by Social Development Canada	0.4
Salary and associated expenditures of legal services provided by Justice Canada	2.4
Total 2006-2007 Services Received without charge	**221.5**

Note: Due to rounding, figures may not add to totals shown.

Table 5: Loans, Investments and Advances (Non-budgetary)

NIL reply. No activity for the fiscal period in review.

Table 6: Sources of Respendable and Non-Respendable Revenue

Respendable Revenues *

Program Activity **($ millions)**	**Actual 2004-2005**	**Actual 2005-2006**	**2006-2007**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actuals**
Federal and International Operations	6.1	6.8	0.6	0.6	8.9	7.7
Protective Policing Services	1.4	1.5	0.1	0.1	2.0	5.4
Community, Contract and Aboriginal Policing	1,065.2	1,167.1	1,235.2	1,235.2	1,313.7	1,252.1
Criminal Intelligence Operations	0.7	0.8	0.1	0.1	1.0	0.9
Technical Policing Operations	2.4	1.9	0.2	0.2	3.5	2.1
Policing Support Services	0.7	0.8	0.1	0.1	1.0	0.9
National Police Services	10.5	6.8	3.7	3.7	6.0	7.8
Total Respendable Revenues	**1,087.0**	**1,185.7**	**1,240.0**	**1,240.0**	**1,336.0**	**1,276.8**

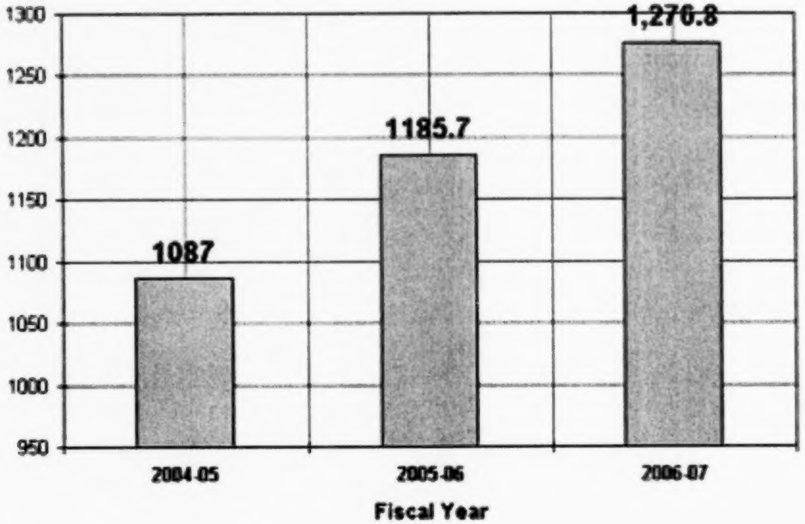
Non-Respendable Revenues

Program Activity **($ millions)**	**Actual 2004-2005**	**Actual 2005-2006**	**2006-2007**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actuals**
Privileges, Licences and permits	20.1	29.1	12.4	12.4	12.4	17.5
Refund of Prior Years' Expenditures	3.5	3.9	6.1	6.1	6.1	5.4
Return On Investments	0.0	0.0	0.1	0.1	0.1	0.0
Miscellaneous	54.4	68.3	65.7	65.7	65.7	70.9
Proceeds for Sales	1.6	1.4	2.0	2.0	2.0	0.9
Proceeds from Asset Disposal	6.1	4.5	5.8	5.8	7.2	4.6
Total Non-Respendable Revenues	**85.7**	**107.2**	**92.1**	**92.1**	**93.5**	**99.3**
Total Revenues	**1,172.7**	**1,292.9**	**1,332.1**	**1,332.1**	**1,429.5**	**1,376.1**

Note: *Respendable revenues are primarily generated by the provision of policing services under contract to provinces, territories and municipalities. Other revenues related to payment for courses and accommodation at the Canadian Police College and for technology.

Respendable Revenues ($ millions)

Actuals



Non-Respendable Revenues ($ millions)

Actuals

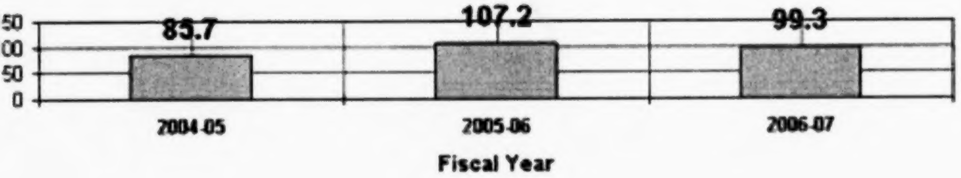


Table 7: Revolving Funds (Statements of Operations, Statement of Cash Flows and Projected Use of Authority)

NIL reply. No activity for the fiscal period in review.

Table 8: Resource Requirements by Branch or Sector

($ millions)	2006-2007									
	Federal & International Operations	Protective Policing Services	Community, Contract & Aboriginal Policing	Criminal Intelligence Operations	Technical Policing Operations	Policing Support Services	National Police Services	Registration, Licensing and Support Infrastructure	Policy, Regulatory, Communications and Portfolio Integration	Total Planned Spending
Atlantic Region										
Planned Spending	48.2	2.2	94.5	4.5	9.9	0.7	2.4	0.0	0.0	162.5
Actual Spending	55.1	3.6	112.3	4.0	13.9	0.9	2.9	0.0	0.0	192.6
Central Region										
Planned Spending	251.7	17.4	35.8	22.7	37.6	1.1	5.0	0.0	0.0	371.4
Actual Spending	272.2	30.9	43.2	33.0	45.8	1.4	5.8	0.0	0.0	432.4
North West Region										
Planned Spending	66.0	3.8	184.1	11.0	18.8	1.2	3.2	0.0	0.0	288.1
Actual Spending	72.9	5.1	244.3	9.5	23.0	1.7	4.8	0.0	0.0	361.2
Pacific Region										
Planned Spending	77.2	6.2	161.1	12.2	22.5	0.9	3.1	0.0	0.0	283.2
Actual Spending	91.0	17.2	263.9	12.1	27.0	1.4	4.3	0.0	0.0	416.9
National Headquarters										
Planned Spending	144.9	66.0	246.9	19.8	85.1	57.0	132.5	68.3	5.3	825.9
Actual Spending	127.2	46.7	224.8	22.3	78.9	77.8	145.3	90.4	3.4	816.9
Total										
Planned Spending	**588.0**	**95.6**	**722.5**	**70.2**	**173.9**	**61.0**	**146.3**	**68.3**	**5.3**	**1,931.1**
Actual Spending	**618.3**	**103.5**	**888.6**	**80.9**	**188.7**	**83.2**	**163.1**	**90.4**	**3.4**	**2,220.1**

Note: 77.6 million Unallocated Grants and Contributions are not included in the numbers stated above

- Program Activity allocations may represent all related activities undertaken across RCMP Divisions and do not necessarily reflect allocations for a specific RCMP program, service or organizational unit of similar name.
- Planned Spending based on Main Estimates
- Actual Spending based on Main Estimates + In-year funding

Table 9–A: 2006-2007 User Fee Reporting Template – *User Fees Act*

Royal Canadian Mounted Police

A. User Fee		Fees charged for the processing of access requests filed under the *Access to Information Act*		
Fee Type		Regulatory		
Fee Setting Authority		*Access to Information Act*		
Date Last Modified		1992		
Forecast Revenue ($ millions) 0.0		**Actual Revenue ($ millions)** 0.0	**Full Cost ($ millions)** 3.25	
2006-2007	**Performance Standard**	Framework developed by TBS. See: www.tbs-sct.gc.ca/gos-sog/atip-aiprp/in-ai/in-ai2006/2006-06_e.asp		
	Performance Results	***Access to Information Act*** Within 30 days = 29.7% Past Legislated time allowed: 1-30 days = 15.1% 31-60 days = 7.8% 61-90 days = 5.4% 91 days and over = 4.5% > 120 days = 37.6%	***Privacy Act*** Within 30 days = 34.0% Past Legislated time allowed: 1-30 days = 23.2% 31-60 days = 9.7% 61-90 days = 4.6% 91-120 days =3.7 % > 120 days = 24.7%	
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.0
			2008-2009	0.0
			2009-2010	0.0
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008	3.53
			2008-2009	3.70
			2009-2010	3.70

Canada Firearms Centre

A. User Fee		Fees charged for the processing of access requests filed under the *Access to Information Act*		
Fee Type		Other Products and Services		
Fee Setting Authority		*Access to Information Act*		
Date Last Modified		1992		
Forecast Revenue ($ millions) 0.0		**Actual Revenue ($ millions)** 0.0	**Full Cost ($ millions)** 0.2	
2006-2007	**Performance Standard**	Framework developed by TBS. See: www.tbs-sct.gc.ca/gos-sog/atip-aiprp/in-ai/in-ai2006/2006-06_e.asp		
	Performance Results	***Access to Information Act*** Within 60 days = 83.0%	***Privacy Act*** Within 60 days = 97.0%	
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.0
			2008-2009	0.0
			2009-2010	0.0
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008	0.2
			2008-2009	0.2
			2009-2010	0.2

Canada Firearms Centre

A. User Fee	**Business Licences**	**2006-2007**	
		Forecast Revenue ($ millions)	0.6
Fee Type	Regulatory	**Actual Revenue ($ millions)**	0.5
Fee Setting Authority	*Firearms Fees Regulations*	**Full Cost ($ millions)**	**Section C** Other information See note (1)
Date Last Modified	April 10, 2005		

2006-2007	**Performance Standard**	**Section C** – Other information – See note (2)		
	Performance Results	**Section C** – Other information – See note (3)		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.1
			2008-2009	0.6
			2009-2010	0.6
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

A. User Fee	**Individual Licences**	**2006-2007**	
		Forecast Revenue ($ millions)	1.9
Fee Type	Regulatory	**Actual Revenue ($ millions)**	4.9
Fee Setting Authority	*Firearms Fees Regulations*	**Full Cost ($ millions)**	**Section C** Other information See note (1)
Date Last Modified	December 1, 1998		

2006-2007	**Performance Standard**	45 days		
	Performance Results	76% of properly completed individual licence applications were completed within 45 days		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	1.9
			2008-2009	21.7
			2009-2010	21.7
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

A. User Fee	**Registration Certificates**	**2006-2007**	
Fee Type	Regulatory	**Forecast Revenue ($ millions)**	0.0
Fee Setting Authority	*Firearms Fees Regulations*	**Actual Revenue ($ millions)**	0.0
Date Last Modified	Registration fees repealed as of May 20, 2004	**Full Cost ($ millions)**	**Section C** Other information See note (1)

2006-2007	**Performance Standard**	30 days		
	Performance Results	63% of properly completed registration applications were completed within 30 days		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.0
			2008-2009	0.0
			2009-2010	0.0
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

Canada Firearms Centre

	A. User Fee	**Authorizations**	**2006-2007**	
	Fee Type	Regulatory	**Forecast Revenue ($ millions)**	0.3
	Fee Setting Authority	*Firearms Fees Regulations*	**Actual Revenue ($ millions)**	0.3
	Date Last Modified	December 1, 1998	**Full Cost ($ millions)**	**Section C** Other information See note (1)
2006-2007	**Performance Standard**	**Section C** – Other information – See note (2)		
	Performance Results	**Section C** – Other information – See note (3)		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.3
			2008-2009	0.3
			2009-2010	0.3
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

	A. User Fee	**Non-resident Permits**	**2006-2007**	
	Fee Type	Regulatory	**Forecast Revenue ($ millions)**	1.9
	Fee Setting Authority	*Firearms Fees Regulations*	**Actual Revenue ($ millions)**	2.0
	Date Last Modified	April 10, 2005	**Full Cost ($ millions)**	**Section C** Other information See note (1)
2006-2007	**Performance Standard**	**Section C** – Other information – See note (2)		
	Performance Results	**Section C** – Other information – See note (3)		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	1.9
			2008-2009	1.9
			2009-2010	1.9
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

	A. User Fee	**Services for replacement of documents**	**2006-2007**	
	Fee Type	Regulatory	**Forecast Revenue ($ millions)**	0.1
	Fee Setting Authority	*Firearms Fees Regulations*	**Actual Revenue ($ millions)**	0.1
	Date Last Modified	April 10, 2005	**Full Cost ($ millions)**	**Section C** Other information See note (1)
2006-2007	**Performance Standard**	**Section C** – Other information – See note (2)		
	Performance Results	**Section C** – Other information – See note (3)		
Planning Years	**Forecast Revenue ($ millions)**	**Fiscal Year**	2007-2008	0.1
			2008-2009	0.1
			2009-2010	0.1
	Estimated Full Cost ($ millions)	**Fiscal Year**	2007-2008 2008-2009 2009-2010	**Section C** – Other information – See note (1)

Canada Firearms Centre

2006-2007				Planning Years		
($ millions)	**Forecast Revenue**	**Actual Revenue**	**Full Cost**	**2007-2008**	**2008-2009**	**2009-2010**
Business Licences	0.6	0.5	–	0.1	0.6	0.6
Individual Licences	1.9	4.9	–	1.9	21.7	21.7
Registration Certificates	0.0	0.0	–	0.0	0.0	0.0
Authorizations	0.3	0.3	–	0.3	0.3	0.3
Non-resident Permits	1.9	2.0	–	1.9	1.9	1.9
Services for replacement of documents	0.1	0.1	–	0.1	0.1	0.1
Total 2006-2007:	**4.8**	**7.8**	**3.45**	**4.3**	**24.6**	**24.6**

B. Date Last Modified:

Forecast Revenues:

- On May 17, 2006, the Government announced individuals no longer have to pay the fee for the renewal of their possession-only licence (POL) or their possession and acquisition licence (PAL). The fee waiver also applies to:
  - individuals who are modifying their licence to upgrade from a POL to a PAL
  - individuals who are adding new privileges to their licence
  - individuals whose licence expired [1] and are obtaining a new licence; and
  - minors who renew their minors' possession licence.
- Fees for registration of firearms were repealed May 20, 2004.
- Forecast and actual revenue for fees charged for the processing of access requests filed under the *Access to Information Act* is approximately $2,000 per year as per the Annual Report to Parliament (2004-2005) – *Access to Information Act* and *Privacy Act*. For more information, please refer to the CAFC website.

Note: [1] If the expired licence was a possession-only licence, the licence is no longer valid. To continue to possess firearms, an individual must meet safety training requirements and apply for a possession and acquisition licence).

Table 10: Progress Against the Department's Regulatory Plan

Nil reply. No activity for the fiscal period in review.

Table 12: Status Report on Major Crown Projects

Real Time Identification (RTID)

1. Overview

Real Time Identification (RTID) is a re-engineering of systems and processes used for fingerprint identification, civil clearances and criminal records maintenance. It will transform the current paper-based workflow to an electronic workflow, enabling the "real time" identification of fingerprints submitted electronically.

Fingerprints are submitted by police agencies to support the creation of a criminal record, or to search the criminal record repository during a criminal investigation or civil security screening. RTID will streamline these services, facilitate information sharing internationally, and permit an improved tracking of criminals by condensing identification turnaround times from weeks and months to hours and days.

Funding for the RTID Project was announced on April 20, 2004, under the National Security Policy. Between 2001 and 2004 significant work had already been undertaken by a small project team within the RCMP to define RTID requirements and prepare statements of work in anticipation of this announcement.

Following the announcement, a Project Charter was developed and a formal Project Office established under the sponsorship of Information and Identification Services of National Police Services (NPS). The Chief Information Officer (CIO) was appointed Project Leader, responsible for achieving the technology improvements associated with the project. The Project Director reports to the CIO.

The project will be delivered in two major Phases. Phase 1 will modernize the civil clearance process, replace the Automated Fingerprint Identification System (AFIS) and implement a new transaction manager, the NPS National Institute of Standards and Technology (NIST) Server, permitting agencies to submit their fingerprint information electronically. Phase 1 is being delivered in different releases in 2007.

Phase 2 will modernize the processes related to the management and update of the criminal records. Phase 2 is a large re-engineering effort and the replacement of antiquated legacy systems in support of the re-engineering effort. Phase 2 will be delivered in Spring 2009.

2. Lead and Participating Departments

The RCMP is the lead department on RTID. Various levels of governance will ensure the Project is successful and meets the needs of all stakeholders.

The Senior Project Advisory Committee is a senior level committee of RCMP, Public Safety Canada (PS) and Central Agency officials that advises the Project Leader on all aspects of the project as it relates to government-wide policies, strategic direction and procurement, including the review of the scope through the definition stage, and the procurement strategy for the project.

An RTID Project Steering Committee provides ongoing direction to the project, and includes representatives of key Federal Government departments and Central Agencies. Oversight of RTID is also linked to existing PS committees, such as the PS Portfolio Interoperability Committee, thus ensuring the project's horizontal interests and planned contribution to overall public safety are fully realized.

RTID is a major interoperability initiative of interest to all agencies within the PS portfolio. Its progress and success in contributing to long-term interoperability will be monitored by the Heads of Agency Steering Committee through the Portfolio Interoperability Committee.

RTID will be used across Canada and in all jurisdiction levels. Stakeholder involvement is required to ensure that the system is useful for all and does not hinder or contravene regulations for any. This involvement is ensured through the NPS Advisory Council and Technical Consultative working groups.

3. Prime Contractors / Major Sub-Contractors

The RCMP is using several procurement vehicles for the RTID Project:

1. Automated Fingerprint Identification System (AFIS) Vendor: RTID involves the replacement of the existing AFIS with modern AFIS technology. The AFIS vendor, COGENT Systems, selected via a competitive process, is responsible for the delivery, configuration and implementation of a modern AFIS commercial off-the-shelf (COTS) product.

2. Development work that aligns with the RCMP corporate technical architecture is being carried out in-house. The NPS NIST Server, the heart of RTID, is being developed by a team of RCMP resources and

contractors. To supplement the skills of internal resources, or to backfill resources seconded to the project, RTID uses internal standing offer vehicles to meet any outstanding demand for project management support, systems architecture and engineering support, systems design, systems development, testing, training and implementation. The major contractors are:

Veritaaq NRNS Fujitsu TPG

3. Systems Integration Company: a component of Phase 2 will be contracted out on a fixed price basis to ensure the successful delivery of the multiple components that make up that phase. A Request for Proposal (RFP) has been issued and proposals are due in mid-September 2007. Contract award is anticipated by mid-December 2007.

4. Major Milestones

Accomplishments

- Funding for RTID was announced on April 20, 2004 under the National Security Policy
- The current procurement approach was approved by the Senior Project Advisory Committee in November 2004
- On December 13, 2004, the RCMP received Treasury Board approval of its RTID procurement strategy and Preliminary Project Approval at an indicative estimate of $129.8 million to complete development of RTID over 5 years. The source of funds was identified as follows: $99.8 million from Canada's National Security Policy and $30 million from RCMP funding
- A Request for Proposal for the AFIS Vendor was issued in January 2005. A contract was awarded to COGENT Systems on October 13, 2005 and work started November 1, 2005
- On October 3, 2005, Effective Project Approval for Phase 1 was awarded by TB to the RTID project
- In November 2006, the RTID Project successfully implemented its first release (R0.5) to bring on two civil contributors
- In March 2007, the RTID Project successfully implemented a subsequent release (R1.0) providing more functionality to the civil fingerprint process
- On June 14, 2007, Effective Project Approval for Phase 2 was awarded by Treasury Board to the RTID project
- RFP's for Phase 2 were published in June 2007

To be delivered

- Complete delivery of Phase 1 is planned for December 2007
- Delivery of Phase 2 is planned for Spring 2009
- Project closure is on March 31, 2009

5. Progress Report and Explanation of Variances

Phase 1 work has been split into multiple releases to make the implementation of functionality more successful. The multiple release schedules are now tracking for complete delivery by December 2007. Phase 2 re-engineering started in January 2006, as planned, and completed in the Spring 2007. The RFP has been prepared and published in June 2007, with a contract award expected in December 2007.

6. Industrial Benefits

There is no industrial benefits program for the Real Time Identification Project.

Note: For specific information concerning CAFC Major Crown Projects, please see Section V.

Table 14: Conditional Grants (Foundations)

Nil reply. No activity for the fiscal period in review.

Table 15: FINANCIAL STATEMENTS

(unaudited)

of

ROYAL CANADIAN MOUNTED POLICE

For the year ended

MARCH 31, 2007

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with the management of the Royal Canadian Mounted Police (RCMP). These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the RCMP's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the RCMP's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the RCMP.

The financial statements of the RCMP have not been audited.

William J.S. Elliott, Commissioner

Alain P. Séguin, Acting Deputy Commissioner
Corporate Management & Comptrollership

Ottawa, Canada
August 9, 2007

Statement of Operations (unaudited)

For the year ended March 31

(in thousands of dollars)

	2007	2006 Restated (note 17)
EXPENSES (note 4)		
Community, Contract and Aboriginal Policing	2,245,564	2,098,768
Federal & International Policing	648,497	606,898
Technical Policing Operations	204,446	190,839
National Police Services	183,421	174,450
Protective Policing Services	116,024	134,681
Criminal Intelligence Operations	85,920	75,496
Policing Support Services	85,742	71,354
Firearms Registration, Licensing and Supporting Infrastructure	84,192	101,467
Other Activities	80,231	70,800
Total expenses	**3,734,037**	**3,524,753**
REVENUES (note 5)		
Community, Contract and Aboriginal Policing	1,347,642	1,312,206
National Police Services	15,545	11,474
Other Activities	34,569	1,679
Total Revenues	**1,397,756**	**1,325,359**
NET COST OF OPERATIONS	**2,336,281**	**2,199,394**

The accompanying notes form an integral part of these financial statements.

Statement of Financial Position (unaudited)

as at March 31

(in thousands of dollars)

	2007	2006 Restated (note 17)
ASSETS		
Financial assets		
Accounts receivables and advances (note 6)	364,510	512,825
Total financial assets	**364,510**	**512,825**
Non-financial assets		
Spare parts, materials and supplies	36,917	37,927
Prepaid expenses	–	831
Tangible capital assets (note 7)	1,103,518	1,037,979
Total non-financial assets	**1,140,435**	**1,076,737**
Total	**1,504,945**	**1,589,562**
LIABILITIES		
Accounts payables and accrued liabilities (note 8)	307,983	270,302
Vacation pay and compensatory leave	185,431	183,388
RCMP Pension Accounts (note 9)	11,703,416	11,322,814
Deferred revenue (note 10)	103,753	75,528
Employee severance benefits (note 11)	439,453	424,744
Other liabilities (note 12)	8,419	6,579
Total liabilities	**12,748,455**	**12,283,355**
EQUITY OF CANADA	**(11,243,510)**	**(10,693,793)**
Total	**1,504,945**	**1,589,562**

Contingent liabilities (note 13)

Contractual obligations (note 14)

The accompanying notes form an integral part of these financial statements.

Statement of Equity (unaudited)

For the year ended March 31
(in thousands of dollars)

	2007	**2006** Restated (note 17)
Equity of Canada, beginning of year	10,693,793	10,357,565
Net cost of operations	2,336,281	2,199,394
Current year appropriations used (note 3)	(2,297,710)	(2,115,936)
Revenue not available for spending	124,488	159,089
Refund of prior year expenditures	7,737	6,365
Change in net position in the Consolidated Revenue Fund (note 3)	600,376	289,171
Service provided without charge by other government departments (note 15)	(221,455)	(201,855)
Equity of Canada, end of year	**11,243,510**	**10,693,793**

The accompanying notes form an integral part of these financial statements.

Statement of Cash Flow (unaudited)

For the year ended March 31
(in thousands of dollars)

	2007	2006 Restated (note 17)
OPERATING ACTIVITIES		
Net cost of operations	2,336,281	2,199,394
Non-cash items		
Amortization of tangible capital assets	(125,580)	(112,199)
Loss on disposal of assets	(11,716)	(879)
Losson write-off	(4,260)	(46,559)
Service provided without charge from other government departments	(221,455)	(201,855)
Variations in Statement of Financial Position:		
(Decrease) Increase in financial assets	(148,315)	20,198
Decrease in spare parts, material & supplies	(1,010)	(7,828)
(Decrease) Increase in prepaid expense	(831)	227
Increase in liabilities	(465,100)	(366,079)
Cash used by operating activities	**1,358,014**	**1,484,420**
CAPITAL INVESTMENT ACTIVITIES		
Acquisitions of tangible capital assets	211,174	181,888
Proceeds from disposal or transfer of capital assets	(4,079)	(4,997)
Cash used by capital investment activities	**207,095**	**176,891**
FINANCING ACTIVITIES		
Net cash provided by Government	**1,565,109**	**1,661,311**

The accompanying notes form an integral part of these financial statements.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

1. Authority and Mandate

The Royal Canadian Mounted Police (RCMP) is Canada's national police service and an agency of the Ministry of Public Safety and Emergency Preparedness.

The RCMP mandate is based on the authority and responsibility assigned under section 18 of the *Royal Canadian Mounted Police Act*. The mandate of the RCMP is to enforce laws, prevent crime, and maintain peace, order and security. Ten program activities highlight our Program Activity Architecture (PAA). These include:

- **Community, Contract and Aboriginal Policing:** Contributes to safe homes and safe communities by providing police services to diverse communities in eight provinces (with the exception of Ontario and Quebec) and three territories through cost-shared policing service agreements with federal, provincial, territorial, municipal and Aboriginal governments
- **Federal and International Operations:** Provides policing, law enforcement, investigative and protective services to the federal government, its departments and agencies and to Canadians
- **Technical Policing Operations:** Provides policy, advice and management to predict, research, develop and ensure the availability of technical tools and expertise to enable frontline members and partners to prevent and investigate crime and enforce the law, protect against terrorism, and operate in a safe and secure environment
- **National Police Services:** Contributes to safe homes and safe communities for Canadians through the acquisition, analysis, dissemination and warehousing of law enforcement-specific applications of science and technology to all accredited Canadian law enforcement agencies
- **Protective Policing Services:** Directs the planning, implementation, administration and monitoring of the RCMP's national Protective Security Program, including the protection of dignitaries, the security of major events and Special Initiatives, including Prime Minister-led summits of an international nature
- **Criminal Intelligence Operations:** A national program for the management of criminal information and intelligence in the detection and prevention of crime of an organized, serious or national security nature in Canada or internationally as it affects Canada
- **Policing Support Services:** Services provided in support of the RCMP's role as a police organization
- **Firearms Registration, Licensing and Supporting Infrastructure:** Develop and oversee an effective firearms registration and licensing system to meet the Government's principle obligations under the *Firearms Act*. Enhance public safety by helping reduce death, injury and threat from firearms through responsible ownership, use and storage of firearms, and by providing police and other organizations with expertise and information vital to the prevention and investigation of firearms crime and misuse in Canada and internationally
- **Corporate Infrastructure:** Includes the vital administrative services required for an organization to operate effectively. The costs associated with this activity are distributed among the remaining program activities
- **Firearms Policy, Regulatory, Communication and Portfolio Integration:** Services provided in support of the RCMP's role and activities of the Canada Firearms Center

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

(a) The RCMP is primarily financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and in the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) The department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the department is deposited to the CRF and all cash disbursements made by the department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non respendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

(d) Revenues are accounted for in the period in which the underlying transactions or events occurred that gave rise to the revenues. Revenues that have been received but not yet earned or not spent in accordance with any external restrictions are recorded as deferred revenues.

(e) Expenses are recorded when the underlying transaction or expense occurred subject to the following:

- Grants are recognized in the year in which payment is due or in which the recipient has met the eligibility criteria.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans, worker's compensation and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits:

- Pension benefits for Public Service employees: Eligible employees participate in the Public Service Pension Plan, a multi-employer administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.
- Pension benefits for RCMP member: The Government of Canada sponsors a variety of employee future benefits such as pension plans and disability benefits, which cover members of the RCMP. The department administers the pension benefits for members of the RCMP. The actuarial liability and related disclosures for these future benefits are presented in the financial statements of the Government of Canada. This differs from the accounting and disclosures of future benefits for RCMP presented in these financial statements whereby pension expense corresponds to the department's annual contributions toward the cost of current service. In addition to its regular contributions, current legislation also requires the department to make contributions for actuarial deficiencies in the RCMP Pension Plan. These contributions are expensed in the year they are credited to the Plan. This accounting treatment corresponds to the funding provided to departments through Parliamentary appropriations.
- Severance benefits: Employees and RCMP members are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees and RCMP members is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Receivables from external parties are stated at amounts expected to be ultimately realized; a provision is made for external receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Environmental liabilities – Environmental liabilities reflect the estimated costs related to the management and remediation of environmentally contaminated sites. Based on management's best estimates, a liability is accrued and an expense recorded when the contamination occurs or when the department becomes aware of the contamination and is obligated, or is likely to be obligated to incur such costs. If the likelihood of the department's obligation to incur these costs is not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

(j) Inventories – Spare parts, materials and supplies are inventories held for future program delivery and are not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

(k) Foreign currency transactions – Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using exchange rates in effect on March 31st. Gains resulting from foreign currency transactions are included under Other revenue in note 5. Losses are included under Other operating expense in note 4.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

(l) Tangible capital assets – All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. Capital assets do not include intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows:

Asset Class	Sub-asset Class	Amortization Period
Buildings		20 to 30 years
Works and Infrastructures		20 years
Machinery and Equipment	Machinery and Equipment	5 to 15 years
	Informatics – Hardware	4 to 7 years
	Informatics – Software	3 to 7 years
Vehicles	Marine Transportation	10 to 15 years
	Air Transportation	10 years
	Land Transportation (non-military)	3 to 5 years
	Land Transportation (military)	10 years
Leasehold Improvements		Term of lease

In the normal course of business, the RCMP constructs buildings and other assets as well as develops software. The associated costs are accumulated in Assets under Construction (AUC) until the asset is in use. No amortization is taken until the asset is put in use.

(m) Intellectual property such as licences, patents and copyrights are expensed in the period in which they are incurred.

(n) Measurement uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, environmental liabilities, the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

3. Parliamentary Appropriations

The Department receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Department has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used

	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Net cost of operations	**2,336,281**	**2,199,394**
Adjustments for items affecting net cost of operation but not affecting appropriations		
Add (Less):		
Services provided without charge from other government departments	(221,455)	(201,855)
Revenue not available for spending	124,488	159,089
Amortization of tangible capital assets	(125,580)	(112,199)
Refunds of prior year expenditures	7,737	6,365
Increase in liability for severance benefits	(14,709)	(26,905)
Transfer cost to assets under construction	128,072	108,063
Increase in liability for vacation pay and compensatory leave	(2,043)	(13,542)
Increase in liability for contaminated sites	(1,203)	(1,227)
Net loss and write-off on disposal of tangible capital assets	(15,921)	(40,469)
Other	(1,282)	(33,575)
Subtotal	**(121,896)**	**(156,255)**
Adjustments for items not affecting net cost of operations but affecting Appropriations		
Add (Less):		
Acquisitions of tangible capital assets	78,207	73,895
Accountable advances	173	-
Inventory purchased	5,776	(1,325)
Prepaid expenses	(831)	227
Subtotal	**83,325**	**72,797**
Current year appropriations used	**2,297,710**	**2,115,936**

(b) Appropriations provided and used

	Appropriations Provided	
	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Operating expenditures	1,721,843	1,559,547
Capital expenditures	292,555	203,547
Grants & contributions	74,846	57,646
Statutory amount	374,004	369,733
Less :		
Appropriations available for future years	(3,543)	(2,758)
Lapsed appropriations: Operating	(161,995)	(71,779)
Total	**2,297,710**	**2,115,936**

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

(c) Reconciliation of net cash provided by Government to current year appropriations used

	2007	2006
	(in thousands of dollars)	
Net cash provided by Government	1,565,109	1,661,311
Revenue not available for spending	124,488	159,089
Refund of prior year expenditures	7,737	6,365
	1,697,334	1,826,765
Change in net position in the Consolidated Revenue Fund:		
Variation in accounts receivables & advances	148,315	(20,198)
Variation in inventory	1,010	7,828
Variation in prepaid expenses	831	(227)
Variation in accounts payables & accrued liabilities	37,681	(16,112)
Variation in pension liabilities	380,602	364,880
Variation in deferred revenue	28,225	(25,272)
Variation in other liabilities	1,840	2,312
Other adjustments	1,872	(24,040)
	600,376	289,171
Current year appropriations used	**2,297,710**	**2,115,936**

4. Expenses

The following table presents details of expenses by category:

		2007	2006 Restated (note 17)
		(in thousands of dollars)	
Operating expenses	Salaries & employee benefits	2,471,754	2,357,399
	Professional & special services	305,489	271,321
	Travel & relocation	152,530	136,487
	Amortization	125,580	112,199
	Accommodation	108,893	91,986
	Utilities, material & supplies	105,260	97,251
	Purchased repairs & maintenance	88,732	79,303
	Telecommunications	44,457	40,120
	Rentals	26,013	28,068
	Loss on disposal and write-off	16,157	51,843
	Provision for severance benefits	14,708	26,905
	Information	3,958	2,963
	Other operating expenses	186,605	159,442
	Subtotal	**3,650,136**	**3,455,287**
Transfer payments	Compensatory grants to individuals	72,261	58,705
	Transfers to other levels of Governments	11,076	10,115
	Payments to or on behalf of First Nations Organizations	178	224
	Other	386	422
	Subtotal	**83,901**	**69,466**
TOTAL EXPENSES		**3,734,037**	**3,524,753**

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

5. Revenues

The following table presents details of revenues by category:

	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Policing services	1,381,340	1,318,459
Firearms registration fees	6,245	19,294
Less: Reimbursements of fees due to remission order	–	(19,000)
Net Firearms registration fees	6,245	294
Other revenues	10,171	6,606
TOTAL REVENUES	**1,397,756**	**1,325,359**

6. Accounts Receivables and Advances

The following table presents details of current receivables and advances by category:

	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Other government departments	23,280	220,851
External parties	331,168	281,525
Less: allowance for doubtful accounts on external receivables	(293)	(291)
Net receivable from external parties	330,875	281,234
Total receivables	**354,155**	**502,085**
Temporary advances	7,815	8,233
Standing advances	2,540	2,507
Total advances	**10,355**	**10,740**
Total receivables and advances	**364,510**	**512,825**

7. Tangible Capital Assets

	Cost (In thousands of dollars)				Accumulated Amortization (In thousands of dollars)					
	Opening Balance Restated (note 17)	Acquisition	Disposal and Write-offs	Closing Balance	Opening Balance Restated (note 17)	Amortization	Disposal and Write-offs	Closing Balance	Net Book 2007	Net Book 2006 Restated (note 17)
Land	41,672	1,039	174	42,537	–	–	–	–	42,537	41,672
Buildings	723,953	43,734	3,737	763,950	325,907	29,512	2,577	352,842	411,108	398,046
Works & Infrastructure	4,736	8,511	–	13,247	720	610		1,330	11,917	4,016
Machinery & Equipment	461,770	66,162	3,071	524,861	267,742	44,693	2,925	309,510	215,351	194,028
Vehicles	431,129	65,524	35,381	461,272	208,994	49,650	25,781	232,863	228,409	222,135
Leasehold Improvements	9,593	2,661	–	12,254	1,972	1,115		3,087	9,167	7,621
Assets Under Construction	170,461	23,543	8,975	185,029	–	–	–	–	185,029	170,461
Total	**1,843,314**	**211,174**	**51,338**	**2,003,150**	**805,335**	**125,580**	**31,283**	**899,632**	**1,103,518**	**1,037,979**

Note: Amortization expense for the year ended March 31, 2007 is $125,580 (2006 – $112,199).

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

8. Accounts Payable and Accrued Liabilities

The following table presents the accounts payable and other accrued liabilities:

	2007	**2006**
		Restated (note 17)
	(in thousands of dollars)	
Payables to other government departments	21,769	21,080
Payables to external parties	243,984	206,168
Accrued salaries and wages	20,444	21,046
Other	21,786	22,008
Total of accounts payables & accrued liabilities	**307,983**	**270,302**

9. RCMP Pension Accounts

The department maintains accounts to record the transactions pertaining to the RCMP Pension Plan, which comprises the RCMP Superannuation Account, the RCMP pension Fund Account, the Retirement Compensation Arrangement Account and the Dependents Pension Fund Account.These accounts record transactions such as contributions, benefit payments, interest credits, refundable taxes and actuarial debit and credit funding adjustments resulting from triennial reviewed and transfers to the Public Sector Investment Board.

The value of the liabilities reported in these financial statements for the RCMP Pension Plan accounts do not reflect the actuarial value of these liabilities determined by the Chief Actuary of the Office of the Superintendent of Financial Institutions nor the investments that are held by the Public Sector Investment Board.

The following table provides details of the RCMP Pension Plan Pension Accounts:

	2007	**2006**
		Restated (note 17)
	(in thousands of dollars)	
RCMP Superannuation Account	11,640,609	11,255,481
RCMP Pension Fund Account	11,140	16,563
Retirement Compensation Arrangement Account	22,258	21,025
Dependants Pension Fund Account	29,409	29,745
	11,703,416	**11,322,814**

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

10. Deferred Revenue

	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Deferred revenue – Contract policing arrangements on capital assets, beginning of year	75,084	100,269
Increase in net book value of contract policing capital assets	28,100	–
Revenue recognized		(25,185)
Deferred revenue – contract policing arrangements on capital assets, end of year	**103,184**	**75,084**
Deferred revenue – Donation and bequest accounts, beginning of year	444	531
Contributions received	128	150
Revenue recognized	(155)	(237)
Deferred revenue – Donation and bequest accounts, end of year	**417**	**444**
Deferred revenue – Registration fees, beginning of year		
Application request and registration fees received	152	–
Revenue recognized		
Deferred revenue – Registration fees, end of year	**152**	–
Total deferred revenue	**103,753**	**75,528**

Deferred revenue consists of three categories: deferred revenue for contract policing arrangements on tangible capital assets, deferred revenue for donation and bequest accounts and deferred revenue for registration fees.Deferred revenue for contract policing arrangements on tangible capital assets represents the balance of revenue received at the time of acquisition of tangible capital assets owned by RCMP and dedicated for usage to meet contractual obligations over the life of the asset. The deferred revenue is earned on the same basis as the amortization of the corresponding capital asset.Deferred revenue for donation and bequest accounts represents the balance of contributions received for various purposes. They are recognized as revenue when the funds are expended for the specified purposes. Deferred revenue for registration fees represents the application fee received from clients where the application processing has not reached a sufficient stage to warrant recognizing revenue. They are recognized as revenue when the eligibility checks point of application is processed.

11. Employee benefits

(a) Pension benefits (Public Service employees): The department's public service employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the department contribute to the cost of the Plan. The 2006-2007 expense amounts to $44 millions ($45 millions in 2005-2006), which represents approximately 2.2 times (2.6 in 2005-2006) the contributions by employees. The department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Pension benefits (RCMP members): The department's regular and civilian members participate in the RCMP Pension Plan, which is sponsored by the Government of Canada and is administered by the RCMP. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the members and the department contribute to the cost of the Plan. The 2006-2007 expense amounts to $213 million ($223 million in 2005-2006), which represents approximately 2.5 times (2.9 in 2005-2006) the contributions by members. The department is responsible for the administration of the Plan including determining eligibility for benefits, calculating and paying benefits, developing legislation and related policies, and providing information to Plan members. The actuarial liability and actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

(c) Severance benefits: The department provides severance benefits to its employees and RCMP members based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	2007	**2006** Restated (note 17)
	(in thousands of dollars)	
Accrued benefit obligation, beginning of year	424,744	397,840
Expense for the year	46,952	60,774
Benefits paid during the year	(32,243)	(33,870)
Accrued benefit obligation, end of year	**439,453**	**424,744**

12.Other Liabilities

	2007	**2006** Restated (note 17)
	(in thousands of dollars)	
Benefit Trust Fund	2,312	2,229
Contractor Securities	–	119
Environmental Liabilities	3,752	2,549
Other	2,355	1,682
Total other liabilities	**8,419**	**6,579**

Benefit Trust Fund: This account was established by section 23 of the *Royal Canadian Mounted Police Act,* to record moneys received by personnel of the Royal Canadian Mounted Police, in connection with the performance of duties, over and above their pay and allowances. Receipts of $219,719 ($161,801 in 2006) were received in the year and payments of $136,650 ($96,308 in 2006) were issued. The fund is use for (i) the benefit of members, former members and their dependants; (ii) as a reward, grant or compensation to any person who assists the RCMP in the performance of its duties in any case where the Minister is of the opinion that such person is deserving of recognition for the services rendered; (iii) as a reward to any person appointed or employed under the authority of the *RCMP Act* for good conduct or meritorious service, and (iv) for such other purposes that would benefit the RCMP as the Minister may direct.

13. Contingent Liabilities

(a) Contaminated sites

Liabilities are accrued to record the estimated costs related to the management and remediation of contaminated sites where the department is obligated or likely to be obligated to incur such costs. The department has identified approximately 17 sites (18 sites in 2006) where such action is possible and for which a liability of $3,752,007 ($2,549,512 in 2006) has been recorded. The department's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. These liabilities will be accrued by the department in the year in which they become known.

(b) Claims and litigation

Claims have been made against the department in the normal course of operations. Legal proceedings for claims totalling approximately $84 millions ($46 millions in 2006) were still pending at March 31, 2007. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements.

(c) Pension litigation

The *Public Sector Pension Investment Board Act* which received Royal Assent in September 1999 amended the RCMPSA to enable the federal government to deal with excess amounts in the RCMP Superannuation Account and the RCMP Pension Fund. The legal validity of these provisions has been challenged in the courts. The outcome of these lawsuits is not determinable at this time.

Royal Canadian Mounted Police
Notes to the Financial Statements (Unaudited)
For the year ended March 31, 2007

14. Contractual Obligations

The nature of the RCMP's activities can result in some large multi-year contracts and obligation whereby the RCMP will be obligated to make future payments when the services/goods are received.Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in thousands of dollars)	2007	2008	2009	2010	2011 and thereafter	Total
Services agreement	10,000	10,000	10,000	9,268	–	39,268
Total	**10,000**	**10,000**	**10,000**	**9,268**	**–**	**39,268**

15. Related Party Transactions

The RCMP is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The RCMP enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year the RCMP received without charge from other departments, accommodation, the employer's contribution to the health and dental insurance plans, worker's compensation and legal services. These services without charge have been recognized in the department's Statement of Operations as follows:

Services received without charge from other government departments	2007	2006 Restated (note 17)
	(in thousands of dollars)	
Accommodation provided by Public Works and Government Services	60,579	49,563
Contributions covering employers' share of employees' insurance premiums and expenditures by the Treasury Board Secretariat	158,070	149,197
Workers' compensation cost provided by Human Resources Canada	381	522
Legal services provided by Department of Justice	2,425	2,573
Total	**221,455**	**201,855**

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the department's Statement of Operations.

16. Comparative information

Comparative figures have been reclassified to conform to the current year's presentation.

17. Restatement of prior year's figure

It should be noted that in May 2006, the Minister of Public Safety and Emergency Preparedness announced the transfer of the Canada Firearms Centre to the Royal Canadian Mounted Police (RCMP). Current year's financial statements and comparative figures represent combined financial statements of Canada Firearms Centre and Royal Canadian Mounted Police.

Table 16: Response to Parliamentary Committees, and Audits and Evaluations for Fiscal Year 2006–2007

Response to Parliamentary Committees

N/A

Response to the Auditor General including to the Commissioner of the Environment and Sustainable Development (CESD)

- Proper Conduct of Public Business – Public Safety and Emergency Preparedness Agencies
  - The OAG looked at whether the RCMP has values and ethics programs that promote good behaviour and has internal disclosure (or "whistle-blowing") policies that support the reporting of wrongdoing. They also examined the role that internal audit plays in verifying compliance with laws, policies, and regulations. They looked at three areas where they believe a risk of abuse is present – contracting, use of acquisition (credit) cards, and use of overtime and leave
  - The RCMP generally agreed with all the findings and has accepted all the recommendations of the OAG. Implementation of the recommendations is underway
- Pension and Insurance Administration – Royal Canadian Mounted Police
  - In 2003, allegations of fraud and abuse in the management of the Royal Canadian Mounted Police's pension and insurance plans triggered an internal audit, which was followed by a criminal investigation by the Ottawa Police Service (OPS)
  - The OAG examined whether the RCMP had responded adequately to the findings of the internal audit and the criminal investigation. They examined certain amounts spent on pension and insurance administration. They also examined additional allegations that were brought to their attention during the course of the audit. Finally, they looked at whether the OPS investigation was independent of, and conducted without undue direction or bias by, the RCMP
  - The Royal Canadian Mounted Police agreed with each of the OAG's recommendations and is in the process of taking corrective action
- Relocating Members of the Canadian Forces, RCMP, and Federal Public Service
  - The Integrated Relocation Program was designed to improve the quality of life of transferred members of the Canadian Forces, the RCMP, and the federal public service. It does this by providing flexible relocation benefits and reimbursing reasonable relocation expenses
  - The Auditor General examined how the government awarded the current contracts. They also examined the extent to which the Treasury Board Secretariat and the departments involved had established appropriate measures of the contracts' performance
  - The Royal Canadian Mounted Police has agreed with the recommendations pertinent to its area of jurisdiction

External Audits (Note: These refer to other external audits conducted by the Public Service Commission of Canada (PSC), the Office of the Commissioner of Official Languages. (OCOL), or Privacy Commissioner (PC).

N/A

Project	Comments	Estimated Start	Estimated Completion
Internal Audits			
Investigation Management Control Framework	Completed		
Management and Administration of Compensation Benefits	Completed		
Canadian Air Carrier Protective Program (CACPP)	Completed		
Audit of National Security Operations Criminal Intelligence Management Control Framework	Completed		
Departmental Bank Accounts	Completed		
Pension Plan Financial Statements (2004/2005)	Completed		
IT Security Framework		Ongoing	July 2007
Recruiting		Ongoing	March 2008
Prime BC		Ongoing	December 2007
TEAM	Ongoing	August 2007	
Real Time Identification (RTID)	Ongoing	March 2008	
Formal Follow up on OCC review conducted in 2000	Ongoing	November 2007	
Financial Reporting	Postponed due to RCMP readiness assessment	TBD	TBD
Evaluations			
Shiprider Proof of Concept	Completed		
Integrated Border Enforcement Teams (IBET)	Completed		
Pension Plan Outsourcing	Completed		
First Nations Organized Crime	Completed		
Integrated Market Enforcement Teams	Completed		
Measures to Combat Organized Crime	Completed		
National Port Enforcement Teams	Completed		
Marine Operations Course	Completed		
2010 Olympics – RMAF	Completed		
War Crimes – RMAF	Completed		
Canada's Drug Strategy Awareness	Completed		
Integrated National Security Enforcement Teams (INSET)		Ongoing	November 2007
Source Development Unit (SDU)		Ongoing	November 2007
Public Safety and Anti-Terrorism Initiatives (PSAT)		Ongoing	February 2008
Aboriginal Policing Services		Ongoing	November 2007
NORAD NorthComm	Cancelled		

Table 17: Sustainable Development Strategy

Department	**Royal Canadian Mounted Police**
Points to Address	**Departmental Input**
1. What are the key goals, objectives and/or long-term targets of the SDS?	The RCMP Sustainable Development Strategy, *Safe Homes – Sustainable Communities* (2007-2009), as developed in 2006-2007 is framed by three strategic priorities. **Sustainable Communities**: Driven by the need for communities to be sustainable, the RCMP aims to demonstrate leadership through the capacity of our mandate by focusing on the positive impact of RCMP Policing operations on the long-term health and sustainability of the communities we serve. **Corporate Governance:** Recognizing the need to be responsible for organizational actions and decisions, the RCMP aims to increase focus and expectations for accountability and cohesive performance reporting for the sustainable development program and to work towards improved and more integrated sustainable business practices. **Environmental Stewardship:** Understanding the need to effectively conserve and replenish our resources and natural systems, the RCMP aims to reinforce the message for meeting and exceeding our environmental regulatory obligations and to provide departmental services in a manner that respects our natural environment.
2. How do your key goals, objectives and/or long-term targets help achieve your department's strategic outcomes?	Through RCMP's mandate to provide safety and security to the communities we serve, we also fulfill an essential role for sustainability that no other agency provides. As we work to uphold our commitment to safe homes and safe communities, the sustainable development program ensures we provide these services in a manner that cares for our environment; our people and culture; and our commitments to responsible decision making.
3. What were your targets for the reporting period?	During the course of 2006-2007, the commitments made in our former Sustainable Development Strategy, *Communities+2003*, were refined and enhanced with renewed commitment being established in our newest strategy, *Safe Homes – Sustainable Communities* (2007–2009). See the table on the next page for target summary.
4. What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date?	See table on next page for progress summary (Safe Homes – Sustainable Communities, 2007-2009).
5. What adjustments have you made, if any? (To better set the context for this information, discuss how lessons learned have influenced your adjustments.)	RCMP's 4th Sustainable Development Strategy (2007-2009) provides increased focus on strategic, intelligence-led program development. Program priorities are risk based and aligned with new Federal Sustainable Development Goals established in FY 2006-2007. A renewed framework for RCMP's targets and performance measures allows for cohesive reporting and better demonstration of strategy progress, fostering enhanced accountability and an improved alignment with future Departmental Performance Reporting.

Safe Homes – Sustainable Communities (2007-2009)

Goals & Themes	Target Areas	2006-2007 Progress Achieved	Future Program Initiatives
Sustainable Communities – Healthier and Safer Communities	Community Partnerships	Increased understanding of RCMP role in Sustainable Communities • Community Safety Officer pilot program developed to dedicate a resource within identified Detachments for community-driven priority issues and activities • Participated in indicators project for Canadian Communities focused on strategies for social, economic & environmental issues	• Continue working with Community Policing services to identify partnerships for sustainable development
Sustainable Communities – Healthier and Safer Communities	Aboriginal Communities	Improved Relationships with Aboriginal Communities through RCMP Aboriginal Policing Initiatives and National Strategic Priorities • RCMP Aboriginal Youth Training program provides Aboriginal youth with summer employment with the RCMP • Community Justice Forums offer innovative options for conflict resolution by bringing together all people affected by a crime • Aboriginal Awareness Training for RCMP operational and corporate employees.	• Continue working with National Aboriginal Policing services to identify partnerships for sustainable development
Sustainable Communities – Healthier and Safer Communities	Youth	Greater capacity for youth focused services by addressing root causes of crime and by getting involved with youth from an early age giving them positive learning experiences with police officers. • DEAL.org – encourages youth to make healthy, informed decisions and get involved in their communities Establishing effective partnerships for sustainability through RCMP Crime prevention through social development initiative • "Adopt-A-Library" program created by Constable in rural detachment recognizing connection between illiteracy and crime • Youth Officer Resource Centre established to provide RCMP members with tools & resources to assist them in communications with youth	• Continue working with Youth Strategy to identify partnerships for sustainable development

Safe Homes – Sustainable Communities (2007-2009)

Goals & Themes	Target Areas	2006-2007 Progress Achieved	Future Program Initiatives
Corporate Governance – Sustainable Development is a way of doing business for organizations of excellence	Environmental Management Systems	Increased capacity to strategically manage RCMP's environmental portfolio • Development of Environmental Database to manage environmental information related to RCMP's property portfolio improving capacity to capture baseline data and identify areas for improvement	• Develop and Implement Environmental Management System Framework including environment Database • Complete baseline data collection for key environmental program priorities based on risk
Corporate Governance – Sustainable Development is a way of doing business for organizations of excellence	Sustainable Business Practices	Progress towards integration into business processes and procedures • Environmental Policy Suite incorporated into Property and Asset Management Manuals • Strategic Environmental Assessment (SEA) and Environmental Considerations Incorporated into RCMP Project Delivery System and TB submission process Improving solid waste management practices across RCMP • Working with PWGSC to improve waste reduction opportunities and 3Rs management in Headquarter facilities throughout Regions	• Establish sustainable development review cycle and ensure greater linkage to RCMP business planning processes and key strategic documents • Conduct post-review of RCMP environmental policy suite to ensure operational effectiveness
Corporate Governance – Sustainable Development is a way of doing business for organizations of excellence	Green Procurement	Developing tools to respond to increased integration of green procurement • E-learning Green Procurement course being tested in Atlantic & Pacific Region	• Implement National Green Procurement Guidelines • Roll-out green procurement training program • Develop roll-out strategy for any new PWGSC standing offers respecting green procurement • Development of corporate tracking system for green procurement activities
Corporate Governance – Sustainable Development is a way of doing business for organizations of excellence	Capacity Building	Increasing Capacity of employees to support RCMP's sustainable development strategy • Environmental & sustainable development liabilities & responsibilities course for CM&C staff & Detachment Commanders in Central Region • Development and delivery of awareness training to RCMP employees and officers from various business lines and locations • Participated in sub-committee for Canadian School of Public Service sustainable development training initiative Participated in interdepartmental projects for common sustainable development goals including Pacific Federal Council regional sustainability initiatives	• Identify opportunities nationally for sustainable development training • Roll-out e-learning for storage tank managers • Continue participation in interdepartmental initiatives to support implementation of horizontal targets

Safe Homes – Sustainable Communities (2007-2009)			
Goals & Themes	**Target Areas**	**2006-2007 Progress Achieved**	**Future Program Initiatives**
Corporate Governance – Sustainable Development is a way of doing business for organizations of excellence	Communications	Progress Towards Communication and awareness programs: • Role and Value of Sustainable Development program communicated through training sessions to various levels and roles throughout organization • Various publications produced with focus on sustainable communities and role of RCMP • Environmental Calendar developed using drawings from RCMP employee's children to demonstrate community involvement in protecting the environment • Publication of 15 Environmental, Health & Safety Awareness Bulletins to educate RCMP building occupants on potential facility issues such as mould, asbestos, potable water, etc.	• Develop, implement and assess three-year communications strategy for Sustainable Development programs and Initiatives
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Green Building Design & Energy	Sustainable Development principles integrated into various newly constructed facilities: • Wind turbine at Cumberland Detachment • Iqualuit HQ, designed to Leadership in Energy & Environmental Design (LEED) Gold, will be the first LEED Gold building north of the 60th parallel • 4 Solar powered backup systems in Nunavut • All new houses in NWR meet R2000 standards • "E" Division Headquarters & Cornwall Detachment designs incorporate green building and LEED criteria in technical specifications • 7 Detachments upgraded to high-efficiency lighting in Pacific Region	• Develop specification for Green building design by energy source, for new and existing RCMP facilities • Design and implement national process for accurate and timely data capture for energy information
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Contaminated Sites	Continued management of RCMP asset liability • 2006/2007 included 160 Assessments and 4 Remediation projects for sites under RCMP custodianship Spill Response Kits and Emergency Spill Response Protocol distributed to 275 Detachments and facilities nationally to enable quick response to minor fuel spills or leaks from fuel storage equipment	• Develop and implement environmental emergency response protocol for high-risk sites • Develop total liability capture tool for internal performance reporting • Develop standardized scopes of work for various site assessments • Develop risk based replacement and maintenance strategy for reportable & non-reportable tanks

Safe Homes – Sustainable Communities (2007-2009)

Goals & Themes	Target Areas	2006-2007 Progress Achieved	Future Program Initiatives
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Potable water	Continued focus on ensuring sound management of RCMP potable water systems • Operating Procedure for potable water systems developed & implemented in Atlantic Region • Completed 2nd phase of baseline Risk assessments of RCMP owned water systems in Pacific Region (final phase in FY2007/2008) • All baseline assessments completed in Central Region for owned & leased water systems	• Develop and implement standard operating procedures for RCMP potable water systems • Conduct baseline testing for all RCMP owned potable water systems
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Hazardous Materials	Continued focus on managing hazardous materials risks associated with RCMP operations. • Investigation of impacts and strategies for various operational items containing hazardous materials, ex: tear gas and breathalyser test kits • Developed strategy to manage hazardous materials associated with illegal drug operations • Developed Inventory Checklist for hazmats and halocarbon systems in Central Region	• Establish protocols and standards for abatement of Hazardous buildings materials • Compile inventory of RCMP hazardous materials including stores facilities and seized goods • Update halocarbon inventory and identify replacement strategies for halocarbon systems
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Fleet Management	Continued efforts to increase efficiencies of RCMP operational and administrative fleet • 88 hybrid and flex-fuel vehicles purchased nationally • Developed Leadership Vehicle Policy increasing number of alternative fuel or hybrid vehicles among Senior Managers	• Roll-out targeted campaign for anti-idling and E10 fuel usage • Implement RCMP "leadership" vehicle policy
Environmental Stewardship – RCMP physical operations support long-term conservation and restoration of our natural resource systems	Policing Operations	Progress towards understanding linkages between Policing operations and environmental protection: • Pilot training implemented for RCMP officer response to urban Bear-Human encounters • Environmental Assessment completed for security operations required at Summit of the Americas in Montebello, Quebec	• Develop capture tool to track regional initiatives for integrating environmental consideration into policing operations

Table 18: Procurement and Contracting

Department	Royal Canadian Mounted Police
Points to Address	**Organization's Input**
1. Role played by procurement and contracting in delivering programs	• Provide strategic procurement approach at the initial Project Planning Stage • Plan procurement action and establish high level milestones for the procurement process • Evaluate, identify and mitigate procurement risks, industry trends, etc. and provide advice to senior management • Assist and guide clients in the formalization of procurement documents • Ensure support documents are provided and that required approvals and funds are available • Select and use the most efficient procurement method to satisfy the operational requirement while respecting government policies • Carry or oversee activities of all procurement processes to conclusion, ensure the integrity of the process, negotiate and issue contracts, manage associated risks • Establish and coordinate procurement milestones and timelines • Manage procurement file, contracts and resolve issues • Conduct needs analysis and Initiate pro active procurement tools for anticipated requirement • Ensure that the Procurement and Contracting approach achieves best overall value for the organization • Include quality control as part of the procurement process • Introduce remedial action for non-compliance to policies etc
2. Overview of how the department manages its contracting function	• Institute and manage a record of activity for incoming requirements, TEAM application • Develop and use procurement process standards & objectives • Clearly identified roles and responsibilities in the process in line with objectives • Plan procurement actions with clients • Assign a dedicated commodity expert buyer to requirements • Buyers ensure procurement processes respect TB Policies and guidelines • Ensure authorities are respected and funds available • Develop procurement milestone schedule • Provide procurement process guidance and update to clients • Manage procurement progress activity and update reports • Ensure document actions are well documented • Developed and maintain templates and process map • Identify and use procurement tools available at PWGSC and at the RCMP • Perform procurement documents and process quality control review and post review for compliance with government policies and our established process standards and objectives • Use remedial action in place to address deficiencies and non-compliances • Manage contract and files using TEAM reports • Analyze procurement trends and develop efficient tools • Developed a training plan for buyers and provide continue guidance to enhance expertise • Share lessons learned

Department	**Royal Canadian Mounted Police**
Points to Address	**Organization's Input**
3. Progress and new initiatives enabling effective and efficient procurement practices	• Analysis of regional and national needs to identify future requirement and put in place efficient tools, contracts or standing offers. Initiatives are as follows: ▸ Established a Contracts Review Committee that reviews procurements that fit a particular risk profile ▸ Established a Strategic Procurement Directorate responsible for complex and/or sensitive requirements ▸ Established $20M procurement initiative consisting of developing documents and putting in place a Standing Offer for the services of Guards and Matrons ▸ Establish $2M procurement initiative for claims management on a national basis ▸ Establish $6M procurement initiative for environmental services on a national basis ▸ Developing, with regions, a Statement of Requirement for a National Standing Offer Agreement for reproduction equipment specific to the RCMP ▸ Review Regional procurement activities and processes for Construction and Real Property to ensure optimum quality of the process ▸ Developing generic standard template procurement documents ▸ Maintaining government procurement policy update knowledge ▸ Overseeing procurement activities in the regions and sharing knowledge and tools

Table 19: Client-Centred Service

The RCMP is addressing the challenge of meeting higher public expectations for service, openness and accountability within given resources by making better use of new information and communication technologies to improve decision making, respond to change and focus on citizen-driven service delivery.

We remain committed to client-centered service delivery and a culture of continuous improvement. On-going and bilateral consultation has been integrated into the performance management regime through the implementation of the Annual Performance Plans. In this regard, we have:

- Adopted an annual review of strategic measures taken by all detachments and units across the Force. These are developed in consultation with our clients thus reflecting in actions that address issues from the grass roots level and up. Accountability to our clients is the end result of this process.
- Established documented baseline measures that extend well beyond the citizen satisfaction-based measures as part of the Common Measurements Tool
- Incorporated, into our integrated business planning processes, the means to prepare and implement annual service improvement targets and plans based on documented survey results and consultation with our clients

The RCMP's survey program was established in 2003 in consultation with the Institute for Citizen-Centred Service.

The RCMP measures the satisfaction levels of its clients/partners/stakeholders/employees. A survey program provides baseline data to organization-wide program planning and performance management.

Baselines have been established to gauge satisfaction levels across the following groups: citizens; clients with whom we have policing contracts (provincial, territorial, municipal and First Nations) and with whom we provide protection services; other policing agencies; other federal partners and stakeholders; and, employees.

Collectively, the surveys gauge perceptions regarding the RCMP – such as responsiveness to client's needs, effectiveness, value for money, cultural sensitivity and coordination with partners – and its services. Satisfaction of citizens, clients of police contracts, police partners and other partners is now assessed on a yearly basis. The survey results are made available to the public on the RCMP website.

In 2006-2007, the next iteration of surveys was conducted. These results have been compared against those of the 2005-2006 Core Surveys to determine where improvements have taken place and where initiatives are required to improve the services offered to Canadians, and our law enforcement partners, by the RCMP.

The administration of justice is the constitutional responsibility of the provinces who have generally established Police Service Acts that set out and govern policing functions and standards. The RCMP delivers a professional level of service which meets or exceeds the service standards established in jurisdictions where we provide provincial, territorial, municipal and First Nations policing.

The RCMP also fulfills its obligations under federal legislation and is governed by the *RCMP Act* and Regulations in ensuring a high standard of service delivery.

Growing expectations and increased demand for service from both the law enforcement and public sectors have increased the need for continuous improvement within the RCMP, particularly within National Police Service (NPS) programs. NPS comprises a heterogeneous group of services which provide police information, technical expertise, and training delivery. Throughout 2007/2008, NPS will continue to demonstrate leadership in the development and delivery of operational support services that address these changing demands for service.

Programs/Projects/Initiatives of Special Interest

Information and Intelligence Sharing – As an intelligence-led organization, it is critical that the RCMP be able to share relevant and timely information with its domestic and international partners including: Canadian police agencies; law enforcement and security agencies; international agencies; the Canadian justice community; and the public sector.

The Real Time Identification (RTID) Project is transforming the manual, paper-based processes of Canada's fingerprint and criminal record repository to electronic, standards-based processes which will improve efficiency. Modern technology will enable the Canadian Criminal Real Time Identification Services (CCRTIS) to provide more efficient and faster services. In addition, the ability to electronically exchange information will provide a new level of interoperability to all users of fingerprint and criminal records services. In an effort to ensure a greater client-centred service, CCRTIS has entered into Service Level Agreements with its clients, which will ensure that timelines are respected for electronic fingerprint and criminal record submissions.

The National Child Exploitation Coordination Centre (NCECC) is responsible for the implementation of and training for both the Child Exploitation Tracking System (CETS) and the Victim Identification Database for police forces across Canada. CETS allows Canadian child exploitation investigators to share information and intelligence in a secure and efficient manner. The Victim Identification Database is currently in its test phase and will provide an identification and image analysis capacity that will significantly reduce the duplication of investigative efforts, and more importantly, assist in the identification of victims of child sexual offences.

Training – The Canadian Police College (CPC) developed and implemented new client satisfaction survey questionnaires that were sent to course participants who graduated from December 2006 onwards. The questionnaires, which are sent to course participants six months after attending a course, attempt to measure direct results gained by attending the course. Surveys are simultaneously sent to the participant's supervisor to assess the extent to which the training has impacted the participant's work performance.

The results received to date indicate clients are generally satisfied with the training offered by the CPC and that the knowledge/training acquired had a positive impact on overall work performance. On a scale of 1 to 5, 1 illustrating the least satisfaction and 5 the most satisfaction, participants averaged 4.2, while the level of satisfaction gauged from the supervisors averaged 4.0.

Continuous Service Improvement Program – As part of its Continuous Service Improvement Program (CSIP), the new Information Technology (IT) governance model initiated in 2005 is now fully implemented, prescribing governance requirements for all elements of the IT program, from strategic and business planning to the successful close-out of projects. Effective governance is key to ensuring sound stewardship of the information management/ information technology budget and to making investment decisions aimed at delivering strategic solutions to critical business requirements.

A revitalized planning function is now in place for the IT Program. The planning process integrates data and intelligence from a variety of sources across the IT program, internal and external clients, government direction, and the wider environment. The emphasis is on improving forecasting of demands for service, prioritizing the demands, and short and long-term financial planning. The planning function also includes a performance feedback loop, monitoring of program performance using the RCMP's Balanced Scorecard instrument, and relaying performance-related information back into the planning process to make program adjustments as required.

The IM/IT planning cycle includes procedures to ensure alignment of the program objectives with those of clients and stakeholders. Managers bring external client perspectives into the environmental scanning process which drives planning efforts. As well, business planning follows RCMP-wide directives and reporting requirements for specific corporate-wide strategic objectives.

The participation of clients, stakeholders and central agencies in Chief Information Officer (CIO) Sector planning and project steering committees is the normal practice for major projects under the CIO.

The RCMP will continue to make better use of new information and communication technologies to improve decision making, respond to change and focus on citizen-driven service delivery.

Client Service Enhancement Project – The goal of the Client Service Enhancement Project is to ensure we continue to meet our partner's needs in a future that promises rapid change and requires increased flexibility on the part of the RCMP. We traveled coast to coast talking with our contracting partners, First Nations/Aboriginal Communities and many other groups. We wanted to find out what makes communities feel safe and secure, so that we could ensure that those needs were taken care of. We also asked them about how they viewed the Force and the direction they'd like to see us take.

As a result of those discussions, a number of projects and initiatives have been developed to address the needs of our clients and partners.

We found that the support for the RCMP and our members was overwhelming. Alternative policing models are seen by clients as an opportunity for the RCMP to enhance service delivery. Recruiting opportunities with First Nations/Aboriginal communities was of key concern. We also learned that many see the Crime Reduction Strategy as a progressive step forward.

We instituted a number of programs dealing with Community Based Websites, the Police Familiarization Program, and a National Video outlining the many positive aspects of the RCMP. We have also undertaken the development of a Community Safety Officer pilot project; an Aboriginal Community Officer Program for Aboriginal communities, as well as a defined structure for addressing community hired alternative policing options. We continue to talk to communities about what is important to them as well as continuing our work on a continuous development program for the Force.

Table 20: Horizontal Initiatives

The RCMP as the lead department or as a partner, is engaged in an array of multi-jurisdictional and interdepartmental horizontal initiatives which serve to leverage RCMP capacity through partnerships, shared objectives, and common goals to maximize results for Canadians.

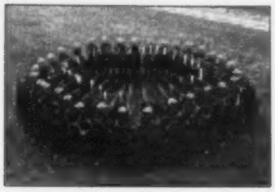
The RCMP is the lead department on the following major horizontal initiatives:

- Integrated Border Enforcement Teams (IBET)
- Integrated Market Enforcement Teams (IMET)
- Integrated National Security Enforcement Teams (INSET) – Lead

Note: According to TBS requirements, the INSET program does not qualify as a Horizontal Initiative, however, the RCMP feels this program is a high priority and warrants inclusion in this report.

Supplementary information on horizontal initiatives can be found at:

www.tbs-sct.gc.ca/rma/dpr1/06-07/index_e.asp



SECTION IV – OTHER ITEMS OF INTEREST

Corporate Areas

Corporate Management and Comptrollership (CM&C)

As the RCMP's functional authority for finance and assets and procurement, CM&C provides a framework of policies, procedures, systems and services to help ensure accountability for financial and assets resources entrusted to managers across the RCMP.

In 2006-2007, there was a continued emphasis across government on ethics and values, and on transparency, openness, accountability and sound stewardship of resources.

The passage of the *Federal Accountability Act* on December 12, 2006, together with the introduction of the corresponding Action Plan, impacts all departments and agencies including the RCMP. In addition, the comprehensive review and further strengthening of the TB Financial Management Policy Framework as well as the TB Assets and Acquired Services policy suite provide central direction for enhanced stewardship and control of resources.

Progress Made in 2006-2007

CM&C made significant progress in 2006-2007 in a number of major areas:

- Further modernization of the Force's facilities infrastructure through advancing Major Crown Projects in "E" and "H" Divisions and major enhancements to Depot as part of a 5-year plan to expand and professionalize the training facility
- Gaining TB approval for the NHQ Relocation Project, which will see the phased two-three year relocation of 3,500 employees to a large, modern facility in Ottawa; three organizational units were relocated to the new site in 2006-2007
- Achieving important recognition from TBS through the 2006 Management Accountability Framework (MAF) process that the RCMP has "a strong cost-effective and end-to-end procurement process is a remarkable achievement given the scope of activity conducted by the RCMP"
- Significant improvements to the quality and rigorous oversight of TB submissions
- In terms of financial management and control, the RCMP obtained a grade of "A" on the Public Accounts scoreboard and achieved 99.9% in revenue collection of approximately $1.3B
- Major improvements to the RCMP's real property management and investment analysis including revised policies, guidelines, standards, education and monitoring
- Further optimizing and leveraging TEAM Version 4.7 functionality through a variety of corporate systems integration projects such as electronic vendor invoices and the budget control system to support improved information for management decision making
- CM&C played an active and collaborative role on cross-cutting initiatives within government, by being fully engaged and an important contributor, in streamlining the TB policy suite renewal for Assets and Acquired Services, as well as the review of the Financial Management Policy Framework and the Capital Carry Forward pilot project

Internal Audit, Evaluation and Management Review/Quality Assurance

A key element of the governance structure of the RCMP includes the provision of strategic, high quality and professional internal audit; program evaluation; and management review (MR). Quality assurance (QA); the development/implementation of policies, standards, tools and procedures; and annual and long-term risk-based audit/evaluation plans also serve to support government-wide and Force priorities.

Progress Made in 2006-2007

- **Internal Audit**

The RCMP internal audit function has been cited as "Strong" by TBS in its annual MAF Assessment of the RCMP. In 2006-2007, Internal Audit continued to provide assurance services on risk management, control and governance processes consistent with the International Standards for the Practice of Internal Audit.

Internal Audit has also been developing strategies and plans to address the requirements of the TB Policy on Internal Audit that came into effect on April 1, 2006; this policy must be fully implemented by April 1, 2009. Key accomplishments in 2006-2007 include:

- Development of a government-wide internal audit methodology via the participation of the RCMP on a TBS working group
- Development of a strategy to provide a holistic opinion on the adequacy and effectiveness of risk management, control and governance processes
- Approval by the Commissioner to establish an audit committee with members drawn from outside the federal government

The RCMP also participated in TB's first horizontal audit as part of a pilot project for future cross-government audits.

- **Evaluation**

In June 2006, an updated Risk-Based Evaluation Plan was approved by the RCMP Audit and Evaluation Committee and focused on those evaluations required to fulfill TB funding decisions. While the Evaluation Directorate remains in a nascent stage of development with three full-time personnel, undertaking these evaluations and implementing the Plan was the priority of the Evaluation Directorate in 2006-2007.

In 2006-2007, the Evaluation Directorate initiated and completed evaluations on the National Port Enforcement Teams; Marine Intervention Training; Pension Plan Administration Outsourcing; and Integrated Border Enforcement Teams (IBET). The Directorate also participated in the Public Safety's (PS) evaluations of the Measures to Combat Organized Crime; First Nations Organized Crime Initiative; Integrated Market Enforcement Teams (IMET); Chemical, Biological Radiological and Nuclear (CBRN) Response Training; Health Canada's (HC) evaluation of the Canada Drug Strategy; and Alberta's review of the Provincial Policing Services Agreement with the RCMP.

Numerous other evaluations began in 2006-2007 and are ongoing in 2007-2008 including the Community Safety Officer pilots; Integrated National Security Enforcement Teams; Shiprider II; Marine Security Enforcement Teams; the Canada Firearms Centre; and Drug Awareness Programming.

The Evaluation Directorate will continue to provide independent and objective evaluation services to the RCMP that are consistent with TB's Standards on Evaluation.

- **Management Review (MR)/Quality Assurance (QA)**

An effective Management Review Program is in place in the RCMP to ensure responsible programs and services in addition to our corporate internal audit and evaluation services. We have updated our MR/QA program and tools to include IRM principles and four Regional Review Services are in place to promote effective program implementation.

The QA process has been incorporated into the Annual Performance Plan (APP). QA and APP share common risk identification and processes, and the integration ensures that Detachment and Unit Commanders as well as administrative managers use one master document to manage when considering their planning and monitoring activities.

Strategic Policy and Planning Directorate (SPPD)

SPPD performs work instrumental in supporting the strategic operations of the RCMP through trends-analysis, performance management and enhancement of "good management practices" such as robust planning. The Directorate conducts research to assist senior management in establishing the strategic direction of the organization, as well as in developing, adopting and facilitating management strategies to ensure that the RCMP remains a strategy-focused organization of excellence. SPPD also performs critical outreach and forecasting functions: strengthening partnerships; improving response to inter-governmental consultation and engagement and bridge-building with clients, partners and stakeholders; ensuring RCMP direction is aligned with broader government priorities; and identifying emerging trends, strategic considerations and policies that may impact on the RCMP.

Progress Made in 2006-2007

- **Integrated Risk Management (IRM)**

Risk management is part of the planning process, as it enables the RCMP to gauge the potential impact of events or issues on the organization that could impact the achievement of our goals.

SPPD, through its newly established IRM Unit, continues to develop and implement a robust IRM regime. The unit also provides secretariat support for the IRM Committee.

In June 2006, it was decided that the reporting format for all presentations to the RCMP's Senior Executive Committee, Regional Executive Committee and

Divisional Executive Committee must include explanations of the key risks associated with the issue in question and the significant risks related to the proposed options.

At the foundation of the IRM strategy is a desire by senior management to foster a risk-savvy culture in the RCMP. Some notable examples of risk management education and awareness sessions that were conducted in 2006 include:

- A presentation by an internationally renowned expert on risk management to the 50 members of the RCMP Senior Management Team and approximately 30 other employees
- A plenary on risk management theory and application at the National Planners Conference and at four Officer Orientation and Development Courses
- Training sessions targeting unit and district commanders in every division (i.e., province and territory). A formal training course entitled "Introduction to Integrated Risk Management" intended for managers is currently under development

Planned Improvements

Formal risk considerations were first incorporated into division, business and service line business plans in 2005 for fiscal year 2006-2007 and were refined in 2006 for the 2007-2008 business plans. The risk component of the business plans requires the completion of a Key Risk Summary for the top ten risks with links to the RCMP Strategic Priorities and/or corporate objectives as well as the mitigation strategies.

• Public Security and Anti-Terrorism (PSAT) Initiatives

The RCMP created a National PSAT Coordinator position within SPPD to monitor the larger PSAT envelope for all initiatives. The Coordinator works with the PSAT initiative managers to ensure policy and governance issues are enforced, and to assist managers with the identification of funds and program alignment. The RCMP reports to TBS through the Annual PSAT Reporting Process overseen by the PSAT Coordinator.

Planned Improvements

- An important initiative for the coming year will be to evaluate the current PSAT processes and assess the prospect of aligning the reporting with the APP
- The PSAT realignment and reallocation process will also be examined

• Environmental Scanning

Every three years, we conduct a comprehensive Environmental Scan highlighting the macro-level trends, both international and domestic, shaping our operating environment. The information is categorized along seven key dimensions: demographics, society, economy, politics and governance, science and technology, environment and public safety and security. In each of the intervening years between comprehensive Environmental Scans, we produce a modified scan on an emerging area of importance to the RCMP and its partners.

In 2006, a feature focus was produced on the issue of youth gangs and guns that highlighted key trends domestically and throughout the Americas. The latest Environmental Scan was produced in February 2007. Both documents are available via the RCMP website at www.rcmp-grc.gc.ca.

• Core Surveys

Surveys are conducted annually in an effort to capture baseline opinion data regarding our performance. Questions predominantly focus on general satisfaction areas; for example: our role in safe homes and safe communities; quality of service; professionalism; sensitivity; community involvement; visibility; value of partnerships; and communication.

Taken together, some common messages emerge from the various core survey results:

- The RCMP's contribution to ensuring the safety of our homes, communities and country is perceived as important
- Our organization is viewed as professional, with integrity and honesty valued

In 2006, improvements were observed in the area of working relationships and quality of service to the First Nations, Métis and Inuit clients (clients of Contract Policing).

Planned Improvements

In 2007-2008, the RCMP Survey Centre will act as a "clearing house" for all surveying. The policy on surveys will be published. This new policy will require that those planning to conduct a survey consult with the Survey Centre.

- **Consultation and Engagement**

The Consultation and Engagement Strategy is part of an overarching framework to connect the RCMP to its broader environment and to build organizational capacity for new thinking through partnerships. This strategy is designed to develop and implement a continuous strategic consultation and engagement (network management) process that will integrate with and run parallel to the work of the organization.

In order to create a climate in which police, government and stakeholders can engage in decision making and information-sharing opportunities towards common goals and objectives, the initial implementation of this Strategy focused on evaluating:

- Existing partnerships
- Identifying opportunities for new partnerships
- Developing a network management system

To date, four broad themes have been established as core activities:

- Strategic secondments
- Information dissemination
- Strategic partnerships
- Strategic analysis

Currently, SPPD is leading the development of a Secondment Network for officer level Regular and Civilian Members who are seconded from the RCMP to other government departments/agencies. Specifically, RCMP Human Resources is working with SPPD to ensure that RCMP secondments are aligned and support RCMP strategic priorities. SPPD has developed a strategic secondment assessment guide, one of a series of factors assisting in the review of the proposed secondment. Furthermore, as part of ongoing efforts to enhance the strategic value of RCMP secondments and encourage dialogue with secondees, SPPD has implemented a Consultation and Engagement Strategic Reporting Template. This template allows SPPD to build an inventory of the work undertaken by RCMP secondees over a number of years to help ensure the best use of the corporate knowledge and expertise gained through these opportunities.

Planned Improvements

In 2007-2008, SPPD will work with Public Safety and other portfolio partners to identify and support key policy issues. In addition, the Directorate will outreach with RCMP policy centres and divisions on the Memorandum to Cabinet (MC) process and develop and implement a new MC database.

- **Planning**

In Fall 2006, the RCMP implemented Annual Performance Plans (APP) across the organization. Plans were developed at every detachment and specifically identified operational units for the 2007-2008 fiscal year. The APPs address issues particular to the unit creating the plan and are aligned to the strategic priorities of the RCMP. The tool ensures a consistent application of performance management principles throughout the RCMP. The plans include environmental scans; community consultation; a "risk" model; quality assurance exercise; and accountability mechanisms. The APPs will provide vital information to various levels of management to support strategic decision making.

Planned Improvements

In 2007-2008, the policy for business planning in the RCMP will be published. To complement the policy, SPPD, in cooperation with RCMP Learning and Development, will produce a Planner's Guide and launch an awareness and educational program for RCMP planners and other employees.

Information Management/ Information Technology

Several key factors continue to impact on the Information Management/Information Technology (IM/IT) community:

- Technology's costs – while many IM/IT programs have merit, funds are limited
- Evergreening – given technology costs, systems and equipment must be maintained to maximize their life cycle
- Existing IT systems are burdened by increased demand. Multimedia applications are adding to the already significant pressures on existing networks.
- Research and development – the rapid evolution of technology presents challenges for law enforcement to keep pace, prompting agencies to pool their resources and share services
- Increased reliance on IM/IT has fuelled growth in IT organizations and programs, demanding strengthened central management of IT programs to enforce standard architecture while maintaining sufficient flexibility to adapt to emerging technologies.
- Challenges of international policing – require partnerships and relationship building – compatibility and interoperability goals versus privacy concerns

The RCMP's success in furthering intelligence-led and integrated policing relies greatly on information systems and technology to facilitate the collection and management of information, the creation of intelligence, and a coordinated cooperative exchange among partners. As a key member of the federal justice community, the RCMP plays an important role in ensuring that existing and planned IM/IT systems are compatible and consistent within the larger criminal justice system. Our goal is to leverage common IM/IT investments to achieve the following benefits for all partners:

- Integrated information and intelligence
- Interoperability and compatibility with existing and planned systems including common language, look and feel
- Effective and responsible resource management
- Enhanced support of the criminal justice system in sustaining a coordinated public safety effort

Progress Made in 2006-2007

The IT Program is a critical enabler of the RCMP's integrated policing approach. Many of the IM/IT networks and systems provided and maintained by the Chief Information Officer (CIO) Sector are used by the broader Canadian law enforcement community:

- The renewed CPIC application includes enhanced security, functionality and user identification, and is now accessible to the broader law enforcement community. A modernized technology platform and infrastructure allows for continued enhancements to CPIC to support integrated policing requirements
- The Major Events Services Project (MESP) is an overarching initiative to develop systems to assist in the planning, information management and security accreditation processes required for major events. Although being driven by the upcoming 2010 Olympics, the systems under development will be applicable to other major events as well
- The Project Office created in 2005 is accountable to the CIO Council. In 2006-2007, it improved processes for stronger oversight and accountability through performance management
- The CIO Sector has launched the Continuous Service Improvement Program designed to improve program management, planning and governance through Information Technology Infrastructure Library (ITIL) best practices

The RCMP is among the Capital Budgeting Government pilot departments. For the CIO Sector, this translates into the ability to use capital funding from previous years.

The Human Resources Sector (HR)

The HR Sector of the RCMP is committed to furthering its vision of enabling operational readiness. This requires us to continue to attract, develop, retain and effectively support the people who can ensure the RCMP delivers on its commitments and its strategic priorities. The Sector faces a number of challenges in achieving this, including the growing demands for police services, the increasing number of retirements, as well as increased competition for labour and specialized skills. In 2006-2007, HR made significant progress in addressing these challenges. The following provides information on our key achievements in a number of areas.

Progress Made in 2006-2007

- **Recruiting**

Achievements of the National Recruiting Strategy in 2006/07 included:

- Launched "Operation Recruit", an internal awareness campaign to ensure that all RCMP employees understand and fully leverage their potential impact on recruiting
- Nurtured external recruiting partnerships with the Canadian Forces and Services Canada
- Conducted an ad campaign that included national Internet/magazine advertising as well as movie theatre public notices targeted at a broad base of the Canadian population, coupled with specific tools to appeal to diversity groups such as visible minorities and Aboriginals
- Analysis of a national applicant contact survey to identify valuable business intelligence that can be used to improve future marketing efforts
- Recruiting webpage hits increased by 63% over 2005/2006

To improve Civilian Member recruitment, the RCMP website has been enhanced to provide realistic occupation previews and leverage current on-line application technology used by the Government for job opportunity bulletins. These improvements have streamlined the application process and created a user friendly employment website for potential external Civilian Member applicants.

- **Depot Expansion**

Depot is a national police training centre recognized worldwide as a police training institution of excellence. Its primary mandate is to deliver cadet training and its secondary mandate is to deliver and coordinate specialized training programs.

Depot's capacity has become a major inhibitor to the RCMP's ability to field the number of police officers required to fulfill its mandate. As a result of physical limitations in the number of available beds, limited capacity in the firearms training and physical education facilities, coupled with other inhibitors related to limited investment in a sustainable ever-greening refurbishment strategy for many years, Depot has a finite capacity to train new recruits.

To accommodate an increase in cadets for 2006-2007 and onward, TB approved additional funding for major infrastructure refurbishment. Depot has begun the long-term revitalization of its infrastructure. Achievements for 2006-2007 include:

- Conversion of an arena to a multi-purpose training facility complete with a drill floor, a three-lane running track, staff changing rooms, a second training detachment and police defensive tactics rooms
- Expansion of the gymnasium weight room to allow aerobic and anaerobic fitness training for increased enrolment
- Creation of a farm yard scenario venue through the relocation and renovation of an existing duplex on base and the building of a quonset hut that doubles as storage area for the two Depot buses
- Addition of another training scenario trailer in the Cormier Court training venue
- Establishing a garage at the Police Driving Unit track to allow for changing track vehicle tires on site

In addition, the following immediate interim initiatives have taken place to accommodate the increased enrolment and to keep Depot moving until the permanent measures can be instituted:

- Conversion of the Centralized Training building (previously used for in-service training) to cadet training rooms and increasing its capacity by putting bunk beds in each of the 90 rooms
- Interim accommodations through the construction of six temporary 32-person dormitory trailers including a separate temporary laundry/polishing facility
- Renovation of the old post garage to facilitate proper gun cleaning and boot polishing facilities. The other half of the facility was converted to an additional police defensive tactics venue
- Creation of a food service satellite facility removes pressure from the existing food services building over the lunch hour and provides a late lunch service to cadets during evening hours

Depot is well on the way to completing an additional 25 metre indoor range as well as refurbishing the 50 metre outdoor range that will open in Summer 2007. Furthermore, a scenario training building to accommodate accident vehicle investigations indoors will also be opened.

As a result of these achievements and the initiatives that are currently underway, 46 troops containing up to 32 cadets per troop and one lateral entry troop graduated from Depot – that is, 1,242 Cadets and 19 Lateral entry members trained and graduated from Depot in 2006-2007.

- **Succession Planning and Leadership Development**

HR has continued to advance efforts to develop and implement a national governance model to provide a comprehensive framework for succession planning at the senior management level. This model helps ensure that leadership capacity development is aligned with organizational priorities and that upwardly mobile employees are identified and appropriately developed. During 2006/07, we achieved the following:

- Developed a Leadership Continuum that is now live and interactive on the employee infoweb; it provides information, legislation and policies related to development programs
- Incorporated more flexibility into the Officer Candidate Development Program through the addition of an Invited process – Regular Members from all non-commissioned ranks and equivalent Civilian Members can be invited by a senior manager
- Launched a revised version of the Senior Executive Development Program (SEDP)
- Established a competency profile and increased rigor in the selection process for the Full Potential Program – a two year program aimed at developing employees who demonstrate the potential and ability to assume future senior management roles

- As part of the Leadership Continuum, two new management development programs were also created: the Supervisory Development Program (SDP) and Management Development Program (MDP). In 2006/2007, SDP courses were piloted in ten sites representing every Region. Feedback, from participants who have taken the course and from subject matter experts who have observed the course, has been largely positive. For 2007/ 2008, the SDP Program Training Standard will be incorporated into Regional and Divisional course delivery schedules. In 2006/2007, the MDP was successfully piloted. In 2007/2008, another three to four pilots are planned with the intention of finalizing this Program in 2008

- **NCO Promotion Process**

HR implemented a new promotion process for non-commissioned officers on July 1, 2006. This process demonstrates a clear link between applicant competencies and job requirements; ensures appropriate managerial involvement; and facilitates skills retention and the effective use of the available expertise. It includes the following components:

- An updated Job Simulation Exercise that assesses the organizational competencies of the applicant against those required at the supervisory level
- A new element of supervisory support of the member seeking promotion
- Use of a competency résumé to evaluate functional and organizational competencies
- Managerial selection of the successful candidate

- **Employee Performance Management**

In 2006/2007, HR developed a new performance evaluation form to be used annually to assess Regular and Civilian Members below officer rank against the competencies for their positions. Achievements for 2006/2007 include:

- Completion of an On Line Information Guide and new supporting policy
- Ensuring the evaluation form will capture information on operational skills maintenance compliance, security clearance and career interests
- Implemention of the new process on April 1, 2007 (to be phased in over the year)
- Delivering a national training workshop for staffing employees on the purpose, implementation and use of the new form-driven process

In addition, as a continued effort to recognize deserving employees and to support increased retention and morale, the Honours and Recognition Section implemented several initiatives. Achievements for 2006/2007 include:

- Updating the web-based Awards of Distinction Program
- Creation of an Employee Recognition Program Pamphlet – distributed nationally
- Creation of an RCMP Retirement Lapel Pin – over 1,000 requests received from retired employees
- Creation of a Memorial Memento Program that provides a tangible memento to the next-of-kin of fallen members

- **Learning Investment Management**

Learning governance has been improved nationally by implementing an annual process for planning, monitoring and reporting of all learning, training and development expenditures within the RCMP through the newly constituted Learning Investment Management Board (LIMB). The Annual Learning Plan and Report help ensure the effective management of the RCMP's learning investment, which ensures learning resources are appropriately aligned to organizational priorities and needs. LIMB also assists in helping to determine current and forecast future learning and development costs.

In 2006-2007, achievements include the following:

- Establishing a baseline for learning/training investments for future year comparisons for both organizational and individual learning
- Redirecting the investment in various management/supervisory/leadership development courses toward the development of the Supervisor Development and Management Development Programs
- Updating various policy components to ensure greater standardization of training across the RCMP
- Encouraging advance identification and planning for training needs
- Developing a comprehensive prioritization process for all in-service courses
- Assessing training efficiencies and continuing to identify/explore opportunities where RCMP can maximize its investment with external partners and providers

Implementation of the new Treasury Board Policy on *Learning, Training and Development* and the Associated Directive on Required Learning

- The new Treasury Board Policy on Learning, Training and Development came into effect on May 15, 2006, with a retroactive date of January 1, 2006. All categories of RCMP employees (RMs, CMs and PSEs) are subject to the four dimensions of required training as outlined in the TB *Policy* and its Directive, which is designed and delivered by the Canada School of Public Service. This includes: orienting new hires of the RCMP to the Public Service; ensuring first-time supervisors and managers receive appropriate training prior to exercising their authority; ensuring existing managers and executives validate their knowledge to properly exercise their delegations of authority; and functional specialist training
- During 2006-2007, the RCMP worked on implementing the *Policy* and the associate Directive nationally, with the assistance of a network of Regional and Divisional contacts. For 2007-2008, the RCMP will continue its progression towards full compliance with the training requirements indicated in the *Policy* and Directive

• Field Coaching Program

The RCMP Field Coaching Program (FCP) is a critical component of basic training and helps to fully prepare new members for their roles and duties as police officers. The FCP provides a safe and supportive learning environment where new members transition from a training environment to an operational policing environment under the guidance of experienced operational police officers. A revised curriculum and format for the FCP and the Field Coach's Course were designed and delivered in 2006-2007, consistent with the recommendations of the OAG (in the 2005 chapter on Contract Policing). Achievements for 2006-2007 include:

- 41 Field Coach Courses were delivered (up from 24 in 2005-2006), and 818 new Field Coaches completed the training (up from 566 in 2005-2006) to respond to increased output at the RCMP Training Academy
- Over 99% of the 818 members who successfully completed the Field Coach course in 2006-2007 are already considered fully trained field coaches. Field Coaches must also complete the RCMP Managing Safely Course to be considered fully compliant as a field coach
- A new structure was created with additional resources identified to manage the national program and monitor, assist with, and report on the status of Divisional Field Coaching Programs
- Learning and Development Directorate has obtained a five-year commitment for new funds for the Field Coaching Program through the Depot/Recruiting funding initiative in Budget 2006. Funding from this Budget initiative has contributed to a new structure with additional resources identified to manage the national program and monitor, assist with, and report on the status of Divisional Field Coaching Programs
- Preliminary development began on Federal Field Coaching Program policy and training standards, in recognition of the need to support new members that will be going directly from the Training Academy to the Central Region in 2007-2008

• Bridging the Gap

Bridging the Gap (BTG) is a results-based process to improve performance and enhance operational readiness in RCMP detachments and units by helping bridge gaps between current performance and peak performance. In 2006-2007, there was considerable expansion of BTG in Central, Atlantic and Pacific Regions, with 122 new sites established. BTG has helped to clarify priorities and facilitated a connection between RCMP and community priorities and members' everyday work.

This is fundamental to effective alignment; for the first time, the RCMP has extended its strategic priorities and connected them to daily tasks. BTG has helped do this and has also highlighted performance barriers that had previously been seen but perhaps not well understood. Units able to reduce or remove performance barriers have seen tangible and measurable operational results. Solutions in one team or watch have been adapted and used successfully elsewhere within a detachment.

• Agora and the Investigator's Toolbox

Agora, a Learning Content Management System, was launched in April 2006 to manage the requirements of the Investigator's Toolbox and deliver on-line courses. The application is fully encrypted and requires authentication through an Entrust certificate and token to host protected objects. It provides the opportunity to deliver information to employees based on their respective responsibilities via their *My Agora* portal.

The Investigator's Toolbox was integrated into the Cadet Training Program (CTP) in April 2006. Cadets use the Toolbox extensively to undertake the necessary research for their successful completion of the CTP.

There were over 25,000 on-line courses completed by RCMP employees in 2006-2007.

- **Competency-based management (CBM)**

HR has continued to profile positions within the RCMP in order to implement CBM initiatives. CBM provides a common language for all HR activities, facilitates improved service delivery to clients, and enables proactive planning for new, strategic job requirements

At the end of 2006-2007, there were 229 profiles available on the infoweb, covering 92% of regular members and 37% of civilian members.

- **Occupational Health & Safety**

HR has amalgamated occupational health and occupational safety to improve integrated efforts toward assuring a healthy workforce and a safe workplace. Achievements in 2006-2007 include:

- An MOU with DND and Veterans Affairs Canada to share Occupational Stress Injury Networks
- New Periodic Health Assessment Process
- Canadian Labour Code (CLC) training ensuring high levels of compliance – as of March 31, 2007, 92% of employees had completed the "Managing Safely" course and 90% had completed the "Employee Awareness" course
- Developed Workplace Hazardous Materials Information System (WHMIS) training
- Identified IM/IT requirements to support Occupational Health and Safety Audit & Inspection Program
- Hazard Prevention Program Implementation Plan (under development)
- WHMIS training course (near completion)
- Contributed to a federal government plan to recruit and retain physicians
- Contributed to Interdepartmental Task Force on Mental Health with MC submissions through Health Canada

- **Conflict and Harassment in the Workplace**

The Workplace Relations Management (WRM) Initiative proposes the realignment of existing programs (Labour Relations, Human Rights, Conflict Management, Harassment Management, and Duty to Accommodate) under Employee & Management Relations. This will provide consistency, quality assurance, procedural integrity, process and case management, and introduce risk management and analysis of issues relating to workplace behaviours, which contribute to workplace conflict and harassment. Activities are underway in the form of service delivery reviews and analysis, policy analysis and consultation with service providers and coordinators of WRM related Programs. Consultations are also planned to discuss stakeholders expectations

Achievements in 2006-2007 include:

- A National working committee was developed (Initiative Development Team) and it has met twice. The Business Case that was submitted and approved was the output of these efforts
- Preliminary analysis identified policy gaps between the impacted processes and procedures for which the Directorate is responsible including policy gaps between RCMP and Treasury Board policies
- The Directorate is working with the North West and Pacific Regions on the initial implementation of a WRM model of service delivery end structures to ensure integration and alignment between the policy center and service delivery components

- **HR Business Transformation**

HR Business Transformation (HRBT) has been established to lead the development of transformed and re-engineered business processes that integrate and streamline all HR activities, that allow for effective information and knowledge management, and that effectively support HR service delivery and RCMP workforce planning. New business processes will also be developed to take full advantage of existing as well as future information systems.

A priority project for HRBT has been to assist the National Recruiting Program to streamline the RCMP application process. The goal was to shorten the processing time from application to enrolment (average time was 14.3 months in 2005-2006). Shorter time periods lead to increased satisfaction for potential Cadets. Reducing the processing time will also result in the recruiting staff spending less time coordinating this process and providing our communities with new policing resources to deliver services more effectively.

Achievements for 2006-2007 include:

- Completing a detailed mapping of all stages of the process for Regular Member recruiting (including attraction, application, selection and enrolment)
- Analyzing map of as-is processes and developing an improved and streamlined future state process to be implemented as a national standard
- Adding resources to shorten the time spent on key stages, and implementing changes to streamline several stages
- Ensuring new or improved reports on applicants and the process are available
- Using the process map to examine and standardize service delivery and began the establishment of centralized process centres

- **HR Strategic Planning (HR)**

HR has made significant progress in building its capacity to integrate planning throughout the Sector at national headquarters and to develop common frameworks and models for HR planning throughout the RCMP. Achievements in 2006-2007 include:

- Development of a Balanced Scorecard for HR for 2006-2007 with performance measures and designated owners for 43 initiatives
- Completion of a comprehensive review of HR's operating environment ("HR Situation Analysis") including a review and impact analysis of external trends, operational trends, employee demographics, employee survey results, and leading-edge thinking in HR management. This was summarized into seven key challenges to be addressed by HR
- Development of a new strategic framework for HR focused on the seven identified challenges. The framework articulates the various levels of results HR wishes to achieve, and how it does so by influencing employees both directly and indirectly
- Completion of a 2007-2008 HR Business Plan that presented the new Strategic Framework and strategic initiatives developed by the policy centres
- Development of an *Integration Model for HR and Operational Planning* – a useful tool for determining where changes are required to improve operational planning

- **Official Languages**

HR continues its efforts to improve the RCMP's respect and recognition of Official Languages, (OL) including improving bilingual services to the public and to employees. Achievements for 2006-2007 include:

- The Commissioner identified OL Accountability as one of four mandatory commitments for all RCMP executives and managers eligible for performance pay in 2006-2007
- Maintaining good overall bilingual capacity of employees providing service to the public – now stands at 86% (3,319 of 3,866 bilingual positions)
- Maintaining good overall bilingual capacity of employees providing central or personal services to other RCMP employees – now stands at 86% (3,692 of 4,291 bilingual positions)
- Increasing the percentage of supervisors who meet the language requirements of their position by 1% – now stands at 86% (1,165 of 1,349 bilingual positions)
- A second language training program was initiated in Regina for the French troop at Depot. Cadets were offered 11 weeks of language training prior to their cadet training at Depot. This initiative has proven to be successful and will be repeated in 2007-2008
- The RCMP purchased an on-line language training program call "Pour l'amour du Français / For the Love of English" from The Language Research Development Group, and is testing it in the HQ and Atlantic Regions. This second language training program is well structured and user-friendly and will enable monitoring and reporting of students' progress and results

Major Projects

The Police Reporting and Occurrence System (PROS)

The PROS Records Management solution for the RCMP was completed on March 31, 2006 and rolled out across Canada. PROS will modernize aging occurrence and records management systems replacing the Police Information Reporting System (PIRS), the Simplified Paperless Universal Reporting System and the Operational Statistical Reporting System. PROS is operational with over 13,000 users including 28 external police partner agencies.

Canadian Police Information Centre (CPIC) Renewal

Supported by $115M in funding (Budget 2001), CPIC Renewal was designed to ensure the long-term viability of the CPIC system, an integrated, automated national system which provides tactical information on crimes and criminals. Work has involved stabilizing and securing the system's technology infrastructure, as well as developing new communications functionality including enhanced messaging and directory services.

Progress Made in 2006-2007

With the successful deployment of CPIC Phase III on November 26, 2006, CPIC continued with its deployment of CPIC Web Version 3.0. CPIC, in an effort to advance in leading edge policing and security technology, registered individual CPIC users with a user name and password and, as individual agencies were technically positioned, moved the individual users to Strong Identification and Authentication (I&A). With the process underway, all CPIC Maintenance users will be required to be on Strong I&A by April 2008 and all Query users by April 2009.

CPIC supports advancements in interoperability through working relationships with the PROS. Through a process that began in 2006, CPIC has, on a province by province basis, allowed PROS users to query CPIC through the PROS application. This functionality will continue to be made available to external police agencies who have signed on to PROS. During 2006-2007, changes were made to the PROS application that introduced CPIC "new input functionality" that became available to the user community through CPIC Phase III. CPIC will continue to work on improvements to messaging through PROS.

In Spring 2007, CPIC, working with RCMP Learning and Development and the Canadian Police Knowledge Network, agreed to develop an on-line CPIC Query and Narrative Course. When completed in Fall 2007, this six- to eight-hour on-line course will replace a three-day in-classroom course. By making this course available on-line, CPIC has opened training opportunities to the CPIC community while significantly reducing the training and travel costs associated with in-classroom training.

The National Integrated Interagency Information (N-III) System

N-III, the technical solution for the former NCJI, will advance the interoperability objectives of the Government by enabling broader information sharing and integrated investigations among Canada's law enforcement and justice communities.

N-III includes Integrated the Query Tool (IQT), which provides federal public safety and security partners with query access to source systems, including PROS, PIRS, and CPIC.

The second component of N-III is the Police Information Portal (PIP), which allows police partners to query each other's occurrence data. Twenty-six police agencies are now live on PIP, including PRIME BC agencies.

Progress Made in 2006-2007

The PIP contract was awarded to Versaterm Inc on June 29, 2006. To date, 161 police agencies (representing 99% of police officers) have committed to or are already sharing information through PIP; 26 of these agencies are full participants.

IQT is currently used by the CAFC and the Integrated Threat Assessment Centre to access CPIC, PIRS and PROS.

Real Time Identification (RTID)

The Real Time Identification (RTID) Project will improve Canada's fingerprint and criminal record repository by transforming existing manual, paper-based processes into streamlined, standards-based, electronic processes to enable electronic exchange of information with Canadian and international criminal justice and public safety communities.

Progress Made in 2006-2007

RTID Phase 1 includes the re-engineering of civil processes, the implementation of a workflow manager and the release of a new Automated Fingerprint Identification System (AFIS).

On March 25, 2007, the RTID Project released a new AFIS and the infrastructure to permit electronic fingerprint submissions. This is a major milestone for RTID and introduces the first of the operational efficiencies to users of the NPS Canadian Criminal Real Time Identification Services (CCRTIS) fingerprint identification and criminal records services.

Phase 2, the modernization of criminal records processes, is progressing and it is anticipated that the contract will be awarded for the systems development component in Fall 2007. Phase 2 will include CPIC enhancements to automate the processing of criminal records. It will also create an integrated database to replace several databases that are currently generated from a myriad of stovepipe legacy systems.

Management Accountability Framework (MAF) Assessment of the RCMP

The Management Accountability Framework sets out Treasury Board's expectations of senior public service managers for good public service management. The MAF is structured around 10 key elements and 20 related indicators that collectively define "management" and establish the expectations for good management of a department or agency. The Treasury Board Secretariat (TBS) reports annually.

In its MAF assessment of the RCMP for 2006, the TBS report states that:

> *"This year's observations by the Treasury Board Portfolio related to the Royal Canadian Mounted Police (RCMP) are generally positive...The RCMP is to be commended for its work to improve management in a number of areas since last year's assessment..."*

ASSESSMENT SCALE	RATINGS
Strong	2
Acceptable	11
Opportunity for Improvement	6
Attention Required	0
Insufficient Information	0
Not Applicable	1
Total	**20**

ELEMENT	INDICATOR	RATING
Public Service Values	Values-based Leadership & Organizational Culture	Acceptable
Governance & Strategic Directions	Utility of Corporate Performance Framework	Opportunity for Improvement
	Integrity of Corporate Management Structure	Acceptable
	Effectiveness of Extra-organizational Contribution	Acceptable
Policy & Programs	Quality of Program and Policy Analysis	Opportunity for Improvement
Results & Performance	Quality and Use of Evaluation	Opportunity for Improvement
	Integration, Use & Reporting of Performance Information (Financial & Non-Financial)	Opportunity for Improvement
Learning, Innovation & Change Management	Managing Organizational Change	Acceptable
Risk Management	Effectiveness of Corporate Risk Management	Acceptable
People	Extent to which the Workplace is Fair, Enabling, Healthy and Safe	Acceptable
	Extent to which the Workforce is Productive, Principled, Sustainable and Adaptable	Acceptable

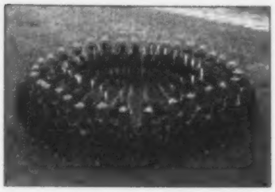
Stewardship	Effectiveness of Information Management	Opportunity for Improvement
	Effectiveness of Information Technology Management	Acceptable
	Effectiveness of Asset Management	Acceptable
	Effective Project Management	Opportunity for Improvement
	Effective Procurement	Strong
	Effectiveness of Financial Management and Control	Acceptable
	Effectiveness of Internal Audit Function	Strong
Citizen-Focused Service	Organization knows and responds to citizens'/clients' needs and expectations	Acceptable

The RCMP was rated "Strong" under the indicator of Horizontal Initiatives:

> *"The RCMP is a key player on several high-profile initiatives including: Public Security and Anti-terrorism, Organized Crime, International Peacekeeping, disaster assistance and law enforcement interoperability. The RCMP is a collaborative and corporate partner in horizontal initiatives."*

The Force was also rated "Strong" for its Internal Audit function:

> *"An appropriate infrastructure to effectively discharge internal audit responsibilities is in place."*



SPECIAL CHAPTER – CANADA FIREARMS CENTRE

Overview Summary

The Canada Firearms Centre (CAFC) commenced in 2006-2007 as a stand-alone agency within the portfolio of departments/agencies that report to the Minister of Public Safety. On May 17, 2006, following the announcement of the Government's action plan, the day-to-day operations of the CAFC were transferred to the RCMP. This includes the overall administration and responsibility for the *Firearms Act* and the Canadian Firearms Program (CFP). The CAFC is now an operational service line within the National Police Services (NPS) and reports directly to the Deputy Commissioner, NPS. The CAFC has placed additional emphasis on providing direct support to all domestic police and law enforcement agencies and international organizations by furnishing information and expertise relevant to firearms registration and licensing of individuals and businesses. As Canada's national police force, the RCMP will continue to uphold the *Firearms Act* and Part III of the *Criminal Code*.

Mission

The RCMP will continue to develop and oversee an effective firearms registration and licensing system that will ensure compliance with the *Firearms Act*. In harmony with the RCMP's goal of Safe Homes and Safe Communities and in support of the RCMP's strategic priorities, the CAFC will continue to:

- Provide police and other organizations with expertise and information vital to the prevention and investigation of firearms crime and misuse in Canada and internationally
- Enhance public safety by reducing threat, injury and death from firearms through responsible ownership, use and storage of firearms

Values

The RCMP will administer the Canadian Firearms Program in accordance with its core values, including the following:

- Respect the lawful ownership and use of firearms in Canada and support firearm users with quality service, fair treatment and protection of confidential information
- Recognize that the involvement of the provinces, other federal agencies, Aboriginal peoples, police organizations, firearm owners and users, safety instructors, verifiers, businesses and public safety groups is essential for effective program delivery and achieving success
- Commit to ongoing improvement and innovation in order to achieve the highest levels of service, compliance, efficiency and overall effectiveness
- Inform and engage the Canadian Firearms Program's clients
- Manage its resources prudently to provide good value for money and clear and accurate reporting of program performance and resource management
- Uphold the values and ethical standards of the Public Service of Canada and commit to fair staffing, employee development and a work environment that encourages involvement and initiative

Initiatives

Although a new addition to the RCMP, the CAFC supports four of the RCMP's five strategic priorities as outlined below:

Organized Crime: Working collaboratively with the National Weapons Enforcement Support Team (NWEST), the CAFC assists with efforts to reduce the illicit trafficking of firearms supported by organized crime. The CAFC envisions a greater operational support function and presence in organized crime investigations where firearms are involved.

Terrorism: The CAFC maintains an international presence within the United Nations and works with Interpol to combat the illicit trafficking in small arms. Canada is recognized globally for its firearm controls and the CFP. The CAFC will work within Canada and with international partner agencies to combat the illegal movement of firearms.

Youth: The CAFC promotes the safe storage and handling of firearms for all gun owners and users, with a special emphasis on youth. Young people are encouraged to safely store and use firearms as mandated by the *Firearms Act*. The CAFC pursued initiatives with First Nations in Ontario and Saskatchewan to develop a firearms safety education component for on-reserve school curricula.

Aboriginal Communities: The CAFC continued to engage Aboriginal people in the Canadian Firearms Program and to financially support Aboriginal projects designed to improve individual and community safety. The Red Sky Métis Independent Nation continued its successful outreach service to First Nation and Métis communities throughout northern Ontario. Over 2,000 Aboriginal people living in remote, rural and urban locations were provided outreach services including licence application assistance. Approximately 500 men and women successfully completed the Canadian Firearms Safety Course. Funding from the CAFC also enabled the Tribal Chiefs Peacekeeping and Conservation Commission to successfully implement firearm safety education as a key element of the on-reserve, school curriculum among six Treaty 6 First Nations in east-central Alberta. This unique model of firearm safety education has also been adapted for use by on-reserve schools of four Treaty 6 First Nations in west-central Saskatchewan.

Operating Environment Summary

During 2006-2007, CAFC priorities were influenced by several events. The new government introduced its policy direction for the program; the Auditor General (AG) tabled her second audit report on the Canadian Firearms Program; and thirdly, gun violence in our society. These events are outlined in the following paragraphs.

Shift in Policy Direction

The incoming government's new policy direction to the Canadian Firearms Program was announced in May 2006 as part of the Government's action plan. This plan included a fee remission order for the renewal of firearms licences for individuals, the introduction of a one-year amnesty to protect current and previously licensed owners of non-restricted firearms from prosecution, and the transfer of responsibility for the CAFC and the Canadian Firearms Program to the RCMP. Previously planned outreach activities and priorities for 2006-2007 were put in abeyance to allow the CAFC to align itself with the new Government priorities. In combination with the action plan, the Government introduced Bill C-21 [*An Act to amend the Criminal Code and the Firearms Act (non-registration of firearms that are neither prohibited nor restricted)*] in Parliament in June 2006.

Auditor General's Report on the Canadian Firearms Program

In May 2006, the AG tabled her second report on the Canadian Firearms Program. In the report, the AG indicated that since December 2002 (date of the first OAG Report), the CAFC had made satisfactory progress in implementing recommendations on financial reporting, had established adequate financial systems, and had also met operating challenges such as spreading out the timing of the mandated five-year licence renewals, expanding service and consolidating its application-processing sites. The AG expressed concern over remaining operational problems associated with the Canadian Firearms Information System II (CFIS II) and was critical of the way the Centre accounted to Parliament for development costs

Financial Resources (*in millions*)		
Planned Spending	**Total Authorities**	**Actual Spending**
$73.6*	$82.6*	$76.6*

Human Resources (*FTE utilization*)		
Planned	**Actual**	**Difference**
402	357	45

* **Note:** Does not include $17.2M for "refunds of amounts credited to revenues in previous years" shown in the 2006-2007 Public Accounts for the CAFC as an adjustment to the Main Estimates authority of $83.6M and to total expenditures.

of CFIS II. This concern resulted in a separate chapter in the AG's Report entitled *Government Decisions Limited Parliament's Control of Public Spending*.

The RCMP responded to the AG's Report by implementing action items that addressed the concerns and recommendations contained in the Report and that fall under its mandate. A Transition Team was created to effect the integration of the CAFC into the RCMP and to address operational issues identified by the AG. An example is the introduction and implementation of the Balanced Scorecard performance measurement tool within the CAFC and the Canadian Firearms Program. A complete list of action items and initiatives in response to the AG's Report will be published in subsequent RCMP Departmental Performance Reports (DPRs). For the immediate future, the focus for the RCMP and the CAFC is to put in place methodology and practices in addressing recommendations stemming from the AG's Report and supporting initiatives and priorities of the Government.

Standing Committee on Public Accounts

The release of the OAG (Office of the Auditor General) audit in May 2006 resulted in an increase in program scrutiny and oversight by Parliamentary committees. Following the tabling of the AG's Report, the Standing Committee on Public Accounts considered the OAG's findings contained in both Chapter 4 on the Canadian Firearms Program and the special chapter on how government decisions were limited over control of public spending. The Committee met with the AG and her officials, officials of the Treasury Board Secretariat, the Office of the Comptroller General, the RCMP, the Department of Justice, and the previous CAFC management. The Committee issued its findings and recommendations in October 2006 (Ninth Report) and in December 2006 (Tenth Report). The recommendations relevant to the CAFC will be addressed and responses will be published and available in subsequent RCMP DPRs.

Canadian Firearms Information System (CFIS)

Prior to the transfer of the CAFC to the RCMP, Public Works and Government Services Canada (PWGSC) had issued a notice of default and stop work order to the service provider on further CFIS II application development and implementation testing. In the interim, the CAFC maintained the existing CFIS I infrastructure in order to ensure a seamless and effective service delivery to Canadians. The RCMP Chief Information Officer has determined that the present CFIS I system is stable and is capable of meeting existing legislative and business requirements over the short term of five years.

Gun Violence in our Society – Dawson College

Following the tragic event that occurred in Montreal in September 2006, the government initiated a review of the continuous eligibility screening process for individuals in possession of firearms. As a result, the CAFC took the lead in developing a strategy for a new enhanced screening initiative for first-time applicants relating to restricted firearms licences. Two references for each applicant will be interviewed by telephone. In the Federal Budget tabled in March 2007, the Government included incremental ongoing funding for implementation of this initiative.

Overall Summary

Within the RCMP's *2006-2007 Report on Plans and Priorities,* the special chapter on the Canadian Firearms Program identified four priorities for the CAFC that had been developed by the previous management prior to the transfer of the CAFC and the program to the RCMP. The RCMP notionally accepted the CAFC's priorities while recognizing that minimizing firearm-related risks to public safety remained the goal for the program. Transitioning the CAFC and the program into the RCMP and understanding the shift in policy direction by the new Government became priorities. At the same time, additional emphasis was placed on the provision of direct support to all law enforcement agencies and international organizations by furnishing information and expertise relevant to firearms registration information and licensing of individuals and businesses.

Performance

This section presents a breakdown of the CAFC's performance and results achieved during 2006-2007. The CAFC's strategic outcome for 2006-2007 remained as before: "*the risks to public safety from firearms in Canada and international communities are minimized*". The achievement of this outcome is measured by the following:

- Reduced access to firearms by those who pose a threat to public safety
- Useful information for policing and law enforcement purposes

- Safe use and storage of firearms
- Efficient, client-centred services and streamlined processes

The results achieved are reported through activities such as:

- Licensing
- Registration
- Justice System Support
- Border Controls
- International Initiatives
- Public/Stakeholder Outreach

Licensing

In order to possess and/or acquire firearms and ammunition in Canada, individuals older than 18 years of age must possess a valid Possession and Acquisition Licence (PAL). There are two other licences available to individuals within Canada:

- **Possession Only Licence (POL):** this type of licence was introduced to recognize long-term ownership of firearms. A POL does not allow the acquisition of additional firearms but allows possession of firearms owned prior to December 1, 1998
- **Minor's Licence:** this licence is available to persons under 18 years old who wish to borrow non-restricted firearms for specific activities such as target practice or hunting. Licensed minors cannot acquire firearms

Chart 2: Number of Firearms Licences Issued in 2006-2007

Licence Type	Total Issued in 2006-2007
Possession Only	98,265
Possession & Acquisition	259,135
Minors	3,155
Total issued to Individuals	**360,555**
Total issued to Businesses	**447**
Total	**361,002**

As of March 31, 2007, there were 1,901,120 valid individual firearm licences (see Chart 1).

In 2006-2007, the CAFC issued 360,555 firearms licences to individuals and 447 licences to businesses, as summarized in Chart 2, for a total of 361,002 licences.

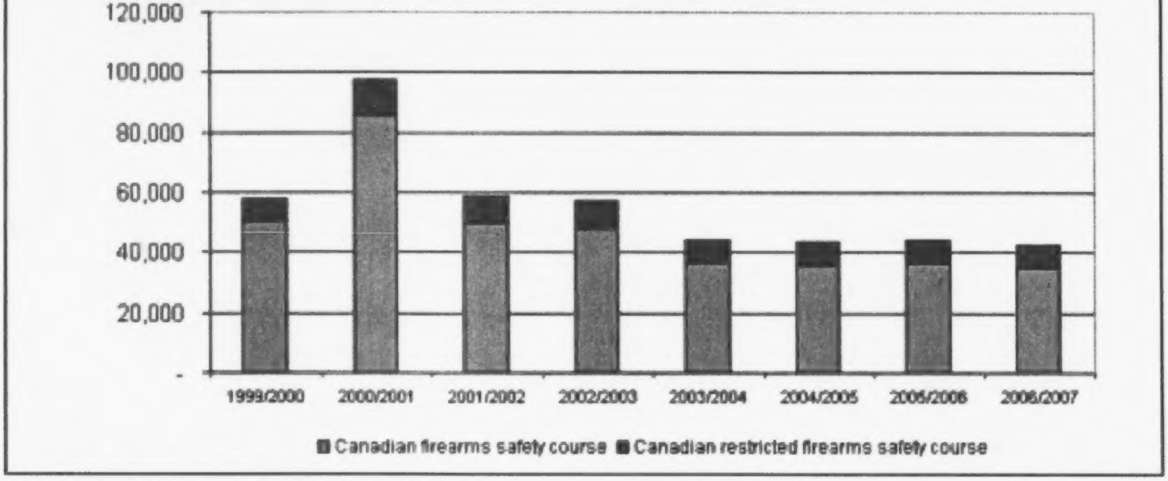
Business Licences and Inspections

All businesses and organizations that produce, sell, possess, handle, display or store firearms or ammunition require a valid Firearms Business Licence. All employees of these businesses who are required to handle firearms on the job must have a valid firearms licence. All firearms in a business inventory must be authenticated by an approved verifier and registered. Businesses must submit to periodic inspections by a firearms officer to confirm that they are storing firearms and conducting business in a safe and lawful manner. As of March 31, 2007, there were 4,616 licensed businesses under the *Firearms Act*, of which 2,482 are licensed to sell ammunition only.

Chart 1: Valid Licences as of March 31, 2007 (Source of Data is the CFIS)

Province/Territory	POL	PAL	Minor	Total
Newfoundland and Labrador	40,106	30,843	140	71,089
Nova Scotia	62,344	20,526	1,005	83,875
Prince Edward Island	5,511	2,044	2	7,557
New Brunswick	64,813	18,687	72	83,572
Québec	271,503	235,605	49	507,157
Ontario	287,376	233,897	3,808	525,081
Manitoba	48,338	37,430	219	85,987
Saskatchewan	55,280	42,906	134	98,320
Alberta	111,182	99,003	658	210,843
British Columbia	125,531	87,055	205	212,791
Yukon	2,133	3,770	54	5,957
Northwest Territories	1,585	3,875	32	5,492
Nunavut	244	3,155	nil	3,399
Total	**1,075,946**	**818,796**	**6,378**	**1,901,120**

Chart 3: Number of Individuals Who Have Completed Safety Training



The *Firearms Act* and regulations set out the safety standards for shooting clubs and ranges, ensuring the safety of patrons and the general public. These clubs and ranges are subject to inspections by firearms officers.

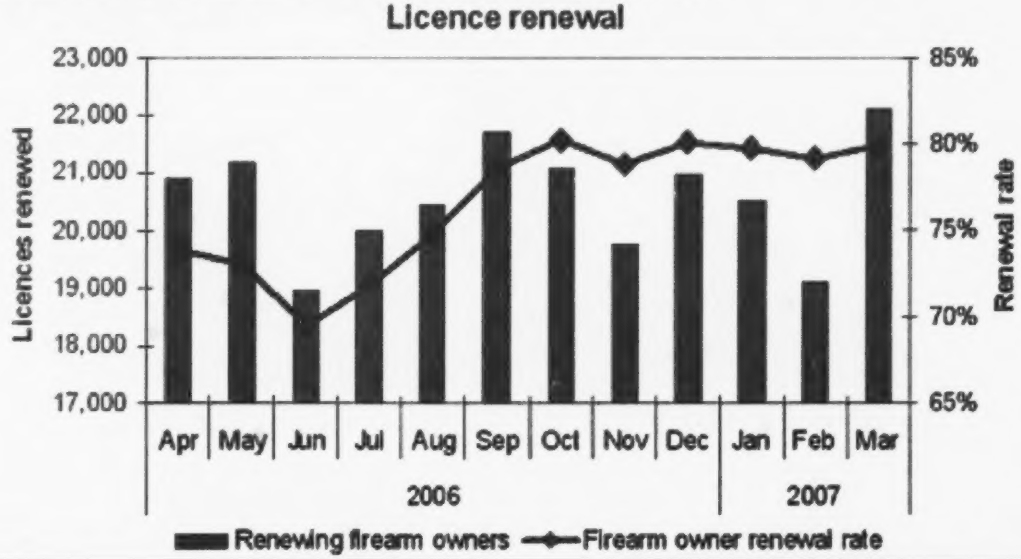
Safety Training

Firearm education is a fundamental element of the Canadian Firearms Program that ensures that a firearm user has basic firearm safety training. To obtain a firearms licence an applicant must have satisfied the requirements of the Canadian Firearms Safety Course (CFSC) or have been alternatively certified. The course ensures that all those who use a firearm are fully aware of their responsibility for the safe handling, transport and storage of firearms. During 2006-2007, 43,468 individuals took either the CFSC (36,077) or the Canadian Restricted Firearms Safety Course (CRFSC) (7,391). (*Note: the CFSC is a pre-requisite for the CRFSC.*) Chart 3 summarizes the number of persons who completed the courses over the past eight years.

Individual Licence Renewal

A firearms licence for an individual is valid for five years, at which point the individual must apply to renew in order to retain one's firearms. The Canadian Firearms Program has taken steps to streamline the renewal process.

Chart 4: Number of Licences Renewed by Individuals in 2006-2007



To promote compliance, a pre-populated renewal application is mailed to the client for completion 90 days prior to expiry. In 2006-2007, a total of 392,000 licences for individuals (POL and PAL) required renewal. The renewal rate for firearms owners averaged 77% in 2006-2007. Over 125,000 people allowed their licences to expire, resulting in the illegal possession of 234,000 firearms. The Centre has taken steps to follow up with both clients and law enforcement to ensure a return to legal compliance or the proper disposal of these firearms.

Licence Refusals and Revocations

Licensing of an individual to own firearms requires a variety of background checks. Applicants are screened to detect potential risks to public safety based on the initial application. Continuous eligibility screening is conducted through the life of the licence to identify any public safety risks that may arise over time.

During 2006-2007, initial application screening led to the refusal of 408 firearms licence applications and continuous eligibility screening led to the revocation of 2,015 firearms licences on the grounds of public safety. As of March 31, 2007, there have been 6,739 Refusals and 13,017 Revocations since December 1, 1998.

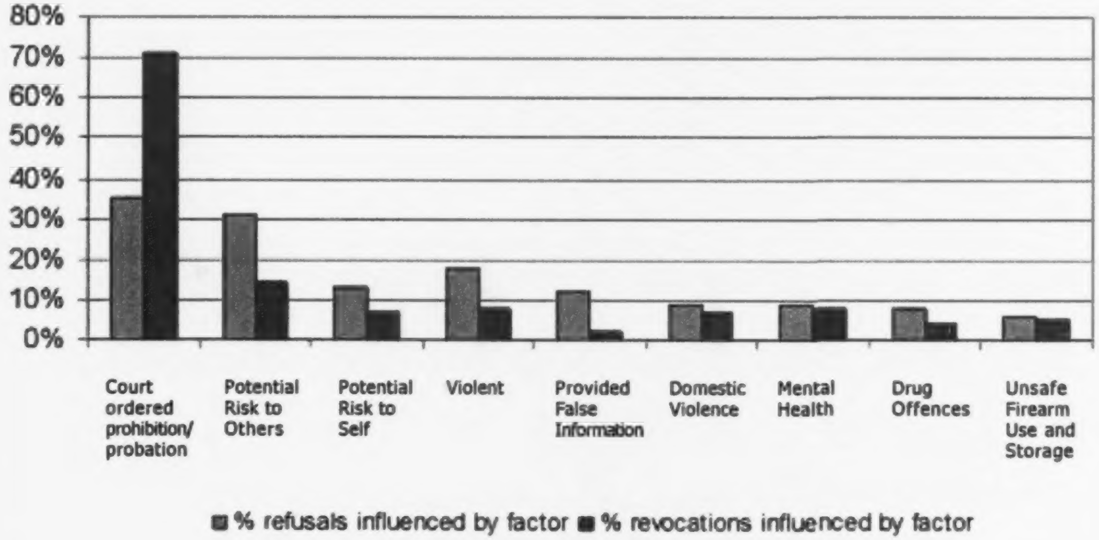
Chart 5: Number of Licence Refusals and Revocations (by year)

	Refused	Revoked
2006-2007	408	2,015
2005-2006	348	2,262
2004-2005	423	2,384
2003-2004	875	2,494
2002-2003	1,437	1,688
2001-2002	2,121	798
2000-2001	820	652
1999-2000	303	617
1998-1999	4	107
Total	**6,739**	**13,017**

Note: FY 1998-1999 start date is December 1, 1998 for collection of data.

A Chief Firearms Officer (CFO) has the authority under the *Firearms Act* to refuse an application for a licence or revoke an issued firearms licence. The reasons for the refusals and the revocations are presented in Chart 6, with the most frequent reason being court-ordered prohibition/probation.

Chart 6: Reasons For Licence Refusals & Revocations (By Order of Highest Frequency)

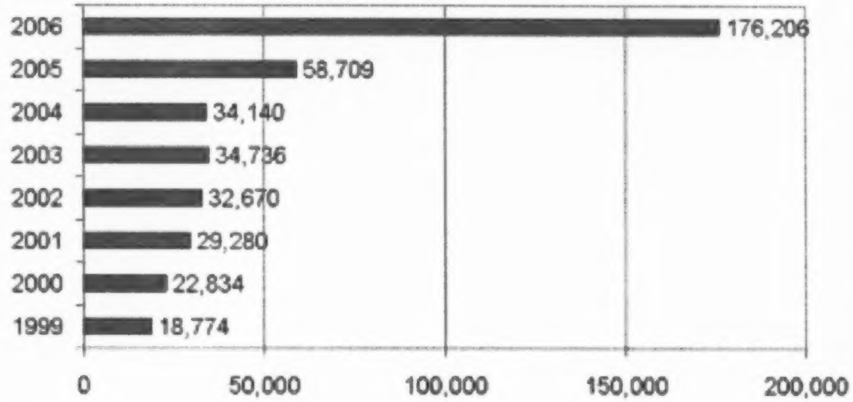


Note: A refusal or revocation can be influenced by more than one reason hence the total percentage for all categories of frequency may equal more than 100%.

Firearms Prohibition

The *Firearms Act* requires the courts to notify the CFO of all firearms prohibition orders. Anyone applying for a firearms licence is screened/ compared against prohibition and probation orders, and if an applicant is linked to any of these orders, they are refused a firearms licence. Individuals are then issued a notice with the particulars of the court order. If an individual is in possession of a firearms licence, they are instructed to turn in their licence and dispose of any of their registered firearms. As well, upon notification from the courts, the CFO will administratively revoke the individual's licence. In addition, the Registrar of Firearms will revoke registration certificates of registered firearms and provide instructions to the individual on how to dispose of firearms and refuse any application in process to register firearms. Firearm prohibition and probation orders are captured in the Canadian Police Information Centre (CPIC) Persons File and form part of the background and continuous eligibility checks. In 2006, approximately 176,206 individuals were prohibited from possessing firearms.

Chart 7 Persons Prohibited From Possessing a Firearm



Note:
Statistics available by calendar year only.
Commencing with 2006, the CPIC system became the source of statistics for the number of persons prohibited from possessing a firearm; In previous years, the source for statistical data was CFIS. The variance between the two source databases is that CPIC reflects mandatory court ordered prohibitions whereas CFIS reflected the number of individuals as entered into CFIS by CFOs. The increase is also attributable to prohibition being mandatory for certain drug offence charges and convictions.

The Canadian Firearms Program also relies on information from municipal, provincial and federal courts in determining whether an individual is a potential threat to public safety. These court orders are typically civil in nature. A match against these court orders may result in the firearms officer conducting an investigation that may lead to a revocation or a change in licence conditions.

In 2006, 64,663 court orders (prohibition, probation and civil orders) were matched against 2,967 Canadian Firearms Information System (CFIS) clients, which led to 1,801 clients having their licences revoked.

Registration

The registration of a firearm provides links between firearms and their licensed owners. Recording firearms information helps police and other public safety officials carry out investigations efficiently and effectively by quickly tracing a firearm to its last lawful owner. This facilitates the recovery and return of lost or stolen firearms to their rightful owner. Nevertheless, the costs of universal registration have been high and the Auditor General has identified data quality issues which CFC has sought to address.

In 2006-2007, the CAFC registered 420,826 firearms. A breakdown by class of firearms is presented in Chart 8.

Chart 8: Number of Firearms Registered By Class

Class of Firearm	New Registrations for 2006-2007	Firearms Registered as at March 31, 2007
Non-Restricted	366,600	6,499,428
Restricted	39,177	430,610
Prohibited	15,049	226,540
Total	**420,826**	**7,156,578**

As of March 31, 2007, a total of 7,156,578 firearms were registered to individuals and businesses throughout Canada (Chart 9).

Disposition of Firearms

The Canadian Firearms Registry monitors the disposition of registered firearms. This monitoring not only assists the CAFC in understanding the movement of firearms but disposition information can be crucial during crime investigations. In 2006-2007, individuals and businesses disposed of 177,949 firearms.

Justice System Support

The Canadian Firearms Registry On-line (CFRO) is a subset of the Canadian Firearms Information System. The system is available to Canadian police agencies via the CPIC system to assist them when responding to calls and conducting investigations. As a searchable application, police officers may query firearm-related information such as the serial number or registration certificate number of a firearm or the name, address and firearms licence number of an individual.

CFRO provides police with immediate access to the information they require in their investigational and operational activities. Ongoing support is provided to law enforcement agencies on a case-by-case basis. Chart 11 shows how the use of the CFRO tool continues to increase.

Affidavit Requests

The Canada Firearms Centre assists the policing community and Crown prosecutors by preparing affidavits that certify licensing or registration information related to individuals or firearms. Typically, affidavit requests are required to determine which firearms an individual has registered to them or to determine if a given firearm is registered. This certification is based on data maintained and controlled by both the Chief Firearms Officer and the Registrar. In 2006-2007, 3,472 affidavits were prepared. As shown in Chart 12, the number of affidavits produced for legal proceedings has continued to increase for the past five years.

Chart 9: No. of Firearms Registered by Class and Province/Territory as of March 31, 2007

Province/Territory	Non-restricted firearms	Restricted firearms	Prohibited firearms	Total
Alberta	754,197	69,537	24,480	**848,214**
British Columbia	746,363	77,900	31,143	**855,406**
Manitoba	309,768	14,746	6,747	**331,261**
New Brunswick	264,103	10,952	5,869	**280,924**
Newfoundland and Labrador	178,781	3,803	1,640	**184,224**
Nova Scotia	286,743	14,609	7,872	**309,224**
Northwest Territories	17,656	1,033	361	**19,050**
Nunavut	10,393	145	48	**10,586**
Ontario	1,983,663	156,579	87,530	**2,227,772**
Prince Edward Island	21,812	1,443	806	**24,061**
Quebec	1,525,440	56,704	50,728	**1,632,872**
Saskatchewan	357,595	21,374	8,692	**387,661**
Yukon	19,326	1,353	442	**21,121**
Other[1]	23,588	432	182	**24,202**
Total	**6,499,428**	**430,610**	**226,540**	**7,156,578**

Note: [1] Represents Canadians living abroad and/or non-Canadians who registered firearms in Canada

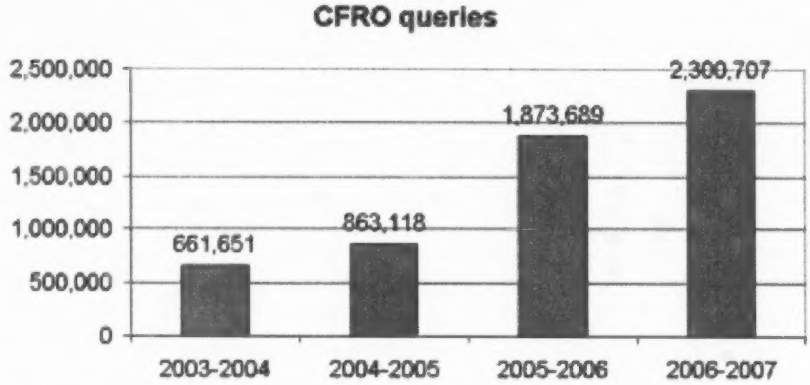
Chart 10: Disposition of Firearms

Status	Non Restricted	Prohibited	Restricted	Grand Total
Deactivated	473	420	95	988
Destroyed	4,129	537	410	5,076
Exported [1]	154,516	9,201	8,168	171,885
Total	**159,118**	**10,158**	**8,673**	**177,949**

Note: [1] A subset of these were manufactured in Canada for export, and the remaining were exported by individuals and businesses.

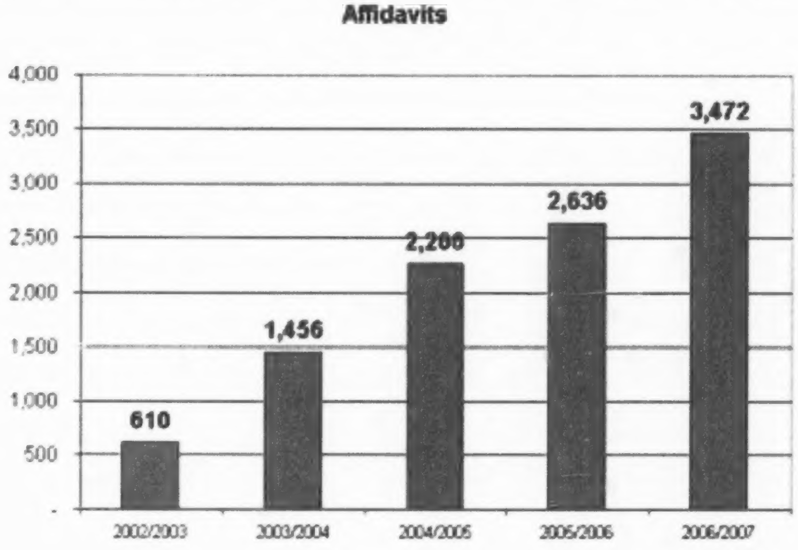
The Centre also operates a toll-free 1-800 Police Support telephone help line that assists the law enforcement community with firearm and licence-related questions. In addition, the Centre also provides statistical and legislative information, on an ad-hoc basis, to law enforcement agencies across the country on both legal and illegal firearms.

Chart 11: Canadian Firearms Registry On-line queries



Note: The on-line queries data for prior years has been adjusted to account for upload of data error between CFIS and CFRO systems.

Chart 12: Number of Affidavits Produced (by Canadian Firearms Registry only)



Border Controls

One of the main policy objectives of Canada's firearms legislation is to combat illicit trafficking and smuggling of firearms. Greater legislative controls over the importation and exportation of firearms are included in the *Firearms Act*. Separate offences for smuggling and trafficking are included in the *Criminal Code*. The CAFC has supported a number of international initiatives dealing with import, export and transit controls of firearms consistent with Canada's legislative objective.

The CAFC works closely with the Canada Border Services Agency (CBSA) to ensure compliance with the *Firearms Act*. The CBSA is committed to a responsible enforcement program while maintaining the quality of its border services. Non-residents are allowed to import firearms through a firearms declaration that is valid for up to 60 days. These are confirmed by customs officers at border crossings. In addition, the CBSA seizes undeclared firearms at border crossings. Chart 13 identifies, by type, the number of firearms seized in 2006.

Chart 13: Firearms seized by CBSA in 2006 (by class)

Non-restricted	147
Restricted	217
Prohibited	145
Total firearms seized at the border	**509**

Note: CBSA statistics are only available by calendar year

International Initiatives

During 2006-2007, the CAFC continued to work with the US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) as a member of the Canada-US Firearms Trafficking Consultative Group. In November 2006, the Director General of the CAFC co-chaired the Cross Border Crime Forum Sub-Group on Firearms held in North Carolina, where both countries reaffirmed commitments dealing with firearms-related issues. Joint cooperation has led to the development of initiatives to combat firearms trafficking, such as the publication of the first *Firearms Trafficking Overview* as a public document and a joint awareness campaign poster related to firearms at border crossings. The *Overview* restates the ongoing commitment to fight illegal movement of firearms and provides a snapshot of general trends and shared public safety concerns. Under the joint awareness campaign, a firearms information poster was developed for display at land, sea and air border crossings within Canada, with the cooperation of CBSA. This poster will also appear at US crossings.

The US Attorney General and the Minister of Public Safety Canada signed a Memorandum of Understanding (MOU) between the ATF and the RCMP regarding the accessibility of forensic firearms data. This agreement will enable the electronic sharing of forensic ballistic information and enhance joint efforts in fighting firearms crime. Establishment of an electronic interface between the Canadian Integrated Ballistic Identification Network (CIBIN) and the US National Integrated Ballistic Identification Network (NIBIN), which began in 2005, is expected to be implemented in the coming year.

In November 2006, the ATF and some neighbouring US police organizations met with Canadian law enforcement agencies in Montreal to share international firearms intelligence. The purpose of this conference was to improve officer knowledge about policies and procedures, tracing assistance and procedures that will assist in the solving of cases.

Public/Stakeholder Outreach

Activities in outreach support are being re-assessed to allow time for the CAFC to adjust to the shift in Government policy and priorities. The RCMP is examining ways to enhance the Canadian Firearms Program for all Canadians through public safety. In the immediate future, the CAFC will provide leadership and support through the proactive pursuit of timely, accessible and high quality information through engagement initiatives, which will ultimately strengthen working relationships with partners in advancing our strategic direction. Specifically, the CAFC has been active in engaging provincial ministers responsible for public safety, provincial associations of chiefs of police, businesses and Aboriginal community leaders.

Summary: Progress on Priorities

The priorities initially envisioned in the 2006-2007 RPP for the CAFC and the Canadian Firearms Program have now been melded to the RCMP under the umbrella of the National Police Services. Progress achieved in completing the transition is summarized below.

Transition of the CAFC into the RCMP

Operationally, the CAFC reports directly to the Deputy Commissioner, National Police Services (NPS) and is now an operational service line within NPS. From the onset, the mission statement, mandate and values of the CAFC were maintained by the RCMP. Additional emphasis, however, was placed on providing direct support to all law enforcement agencies and international organizations by furnishing information and expertise relevant to firearms registration information and licensing of individuals and businesses.

Transitioning the staff and supporting infrastructure required that all CAFC staff be cleared to RCMP security levels. Savings from merging CAFC corporate units within the existing RCMP units will be used to reduce costs in maintaining the CAFC and administering the Canadian Firearms Program.

Government Action Plan

In May 2006, Cabinet approved the Government's approach to meet its commitments on the long gun registry and a plan to refocus the Canadian Firearms Program on complementing the needs of the law enforcement community and combating the criminal misuse of firearms. At that time, it was decided to pursue objectives through a short-term action plan and a longer-term legislative strategy.

The short-term action plan announced on May 17, 2006, comprised five elements: transfer of responsibility for the Canadian Firearms Program to the RCMP; reducing the CAFC's budget by $10M; introducing a one-year amnesty allowing firearms owners who possess non-restricted firearms (typically rifles and shotguns) to bring themselves into compliance with the existing *Firearms Act* requirements of registration and licensing; implementing a two-year temporary waiver of licence fees paid by Canadians renewing or upgrading their firearms licences and refunding fees paid by those licensees who already had done so; and eliminating the requirement to physically verify non-restricted firearms when transferred to a new owner.

Fee Remission Order

In response to a fee remission order issued by the Government concerning the collection of a fee when renewing a firearms licence, the CAFC issued refund cheques to those individuals who had already paid to renew their firearms licence. Chart 14 provides a breakdown of the number of cheques and refunds issued by jurisdiction from May 16, 2006 to March 31, 2007. In addition, a special refund telephone queue was established at the Central Processing Site (CPS) in Miramichi, New Brunswick to handle calls concerning the fee remission order. The queue received approximately 19,500 telephone calls between May 2006 and the end of February 2007.

Chart 14: Number of Cheques and Refunds Issued by Jurisdiction May 16, 2006 to March 31, 2007

Jurisdiction	# of Cheques	Total Amount ($)
Alberta	32,603	2,050,313
British Columbia	35,457	2,210,269
Manitoba	14,074	846,782
New Brunswick	13,592	811,714
Newfoundland & Labrador	17,181	1,014,140
Northwest Territories	794	48,444
Nova Scotia	13,996	838,845
Nunavut	250	15,569
Ontario	102,505	6,231,027
Prince Edward Island	996	59,938
Quebec	106,637	6,188,371
Saskatchewan	14,591	948,445
Yukon	1,107	69,434
Total	**353,783**	**$21,333,291**

Enhanced Screening for New Applicants

The *Firearms Act* places the authority for licensing fully within the discretion of the Chief Firearms Officer for the province or territory in which the applicant resides. Following the tragic event at Dawson College, the Minister of Public Safety sought Cabinet approval for measures that would strengthen efforts to combat gun violence in Canada. One of those measures proposed by the CAFC is to implement enhanced screening for first-time new restricted firearms licence applicants. Enhanced screening is a natural extension of the current eligibility screening. The CAFC took the lead in developing a strategy for a new enhanced screening initiative that will see new first-time applicants for restricted firearms licences and both of their references interviewed by telephone. This will enable CFOs to identify public safety issues that may not be indicated on an application form or reflected in an applicant's contact with police. In March 2007, the Government included in the Federal Budget, incremental ongoing funding for implementation of this initiative. Enhancing screening will be implemented before the end of 2007-2008.

Organizational Structure

Operationally, the Director General of the CAFC reports to the Deputy Commissioner, National Police Services. CAFC Headquarters' operations and the Canadian Firearms Registry are located in the National Capital Region. Regionally, Chief Firearms Officers' (CFOs) operations are located within each province, five administered by federally appointed CFOs and five administered by provincially appointed CFOs.

A national processing site is located in Miramichi, New Brunswick that processes licensing and registration applications including a national call centre.

In 2006-2007, the processing centre answered over 1,083,083 calls, e-mails and faxes. As well, legal counsel is provided through the Department of Justice in Ottawa, ON, Edmonton, Alberta and in St. John's, Newfoundland.

Financial Tables

The following tables represent financial information for the Canada Firearms Centre.

Table 1: Comparison of Planned to Actual Spending

Program Activity **($ millions)**	**Actual 2004-2005**	**Actual 2005-2006**	**2006-2007**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actual Spending**
Registration, Licensing and Supporting Infrastructure	78.3	68.9	77.7	74.2	–	–
Policy, Regulatory, Communication and Portfolio Integration	5.3	4.7	4.9	2.4	–	–
Total	92.8	68.5	83.6	73.6	82.6	76.6
Less: Non-Respendable Revenue	(11.3)	(21.9)	N/A	(4.8)	N/A	(7.8)
Plus: Cost of Services Received Without Charge	3.8	3.6	N/A	4.4	N/A	4.2
Total Departmental Spending	**85.3**	**46.6**	**83.6**	**73.2**	**82.6**	**73.0**
Full-Time Equivalents	**325**	**371**	**402**	**385**	**402**	**357**

Note: Included in Section III, Table 1 – does not include $17.2M for "Refunds of amounts credited to revenues in previous years" shown in the 2006-2007 Public Accounts for the CAFC as an adjustment to the Main Estimates authority of $83.6M and to total expenditures.

Table 2: Resources by Program Activity

	2006-2007							
($ millions)	Budgetary						Plus: Non-Budgetary	
	Operating	Capital	Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans Investments and Advances	Total
Registration, Licensing and Supporting Infrastructure								
Main Estimates	65.3	0	13.0	78.3	0	78.3	0	78.3
Planned Spending	55.9	0	13.0	68.9	0	68.9	0	68.9
Total Authorities	64.7	0	13.0	77.7	0	77.7	0	77.7
Actual	63.1	0	11.1	74.2	0	74.2	0	74.2
Policy, Regulatory, Communication and Portfolio Integration								
Main Estimates	4.3	0	1.0	5.3	0	5.3	0	5.3
Planned Spending	3.7	0	1.0	4.7	0	4.7	0	4.7
Total Authorities	3.9	0	1.0	4.9	0	4.9	0	4.9
Actual	2.2	0	0.2	2.4	0	2.4	0	2.4

Note: Included in Section III, Table 2 – does not include $17.2M for "Refunds of amounts credited to revenues in previous years" shown in the 2006-2007 Public Accounts for the CAFC as an adjustment to the Main Estimates authority of $83.6M and to total expenditures.

Table 3: Voted and Statutory Items

Vote or Statutory Item	Vote or Statutory Wording	2006-2007 ($ millions)			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
20	Operating expenditures – Non Registration activities	50.8	44.7	51.6	50.6
25	Operating expenditures – Registration activities	14.6	12.0	14.0	11.7
30	Contributions	14.0	12.7	14.0	11.3
(S)	Contributions to employee benefit plans	4.2	4.2	3.0	3.0
(S)	Refunds of amounts credited to revenues in previous years	0.0	0.0	17.2	17.2
	Total	**83.6**	**73.6**	**99.8**	**93.8**

Note: Included in Section III, Table 3.

Table 4: Services Received Without Charge

($ millions)	2006-2007
Accommodations provided by Public Works and Government Services Canada (PWGSC)	2.6
Contributions covering employer's share of employees insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds). Employer's contribution to employees' insured benefits plans and associated expenditures_paid by TBS	1.6
Salary and associated expenditures of legal services provided by Justice Canada	0.0
Total 2006-2007 Services received without charge	**4.2**

Note: Included in Section III, Table 4.

Table 5: Source of Non-Respendable Revenue

($ millions)	Actual Spending 2004-2005	Actual Spending 2005-2006	2006-2007 ($ millions)			
			Main Estimates	Planned Revenue	Total Authorities	Actual Spending
Registration, Licensing and Supporting Infrastructure						
Licence Applications/ Renewal activities	10.6	18.2	N/A	2.9	N/A	5.8
Non-Resident Declarations	N/A	1.9	N/A	1.9	N/A	2.0
Registration Applications [1]	0.6	0.0	N/A	0.0	N/A	0.0
Miscellaneous (as per Public Accounts)	0.1	1.8	N/A	0.0	N/A	0.0
Total Non-Respendable Revenue	**11.3**	**21.9**	**N/A**	**4.8**	**N/A**	**7.8**

Note: Included in Section III, Table 13. [1] Registration Fees were eliminated following May 2004 Government announcement.

[1] Registration Fees were eliminated following May 2004 Government announcement.

Table 6: Resource Requirements by Branch/Sector Level

By organization

Maximize Public Safety Benefits of the *Firearms Act*	**Actual 2006-2007 ($ millions)**
Office of the Director General	**0.4**
Program Operations	**70.9**
Policy, Communications and Consultation (includes Legal Counsel)	**2.0**
Finance, Administration, Audit and Evaluation	**2.5**
Human Resources	**0.8**
Total	**76.6**

Note: Included in Section III, Table 8 – does not include $17.2M for "*Refunds of amounts credited to revenues in previous years*" shown in the 2006-2007 Public Accounts for the CAFC as an adjustment to the Main Estimates authority of $83.6M and to total expenditures.

By sector

Maximize Public Safety Benefits of the *Firearms Act*	**Actual 2006-2007 ($ millions)**
Registrar	**4.3**
Federal Chief Firearms Officers	**5.8**
Provincial Chief Firearms Officers	**11.1**
Aboriginal and Other Communities/Organizations	**0.2**
Central Processing Site	**10.2**
IT & Telecommunications	**37.2**
Federal Partners (RCMP, CBSA, DOJ, PWGSC)	**2.2**
Policy, Communications and Consultation	**1.8**
Program Management (formally "Corporate Services")	**3.8**
Total	**76.6**

Note: Included in Section III, Table 8.

Table 7-A: User Fees

Please see Table 9A in Section III.

Table 7-B: Policy on Service Standards for External Fees

Please see Table 9B in Section III.

Table 11: Details on Transfer Payments Programs (TPPs)

Name of Transfer Payment Program: The Firearms Funding Program for Opt-in Provinces and/or Territorial Governments.		
Start Date: 1995-1996	**End Date:** Ongoing	**Total Funding:** $204M to the end of 2006-2007
Description of Transfer Payment Program: Annual funding to participating provinces and/or territories for the reimbursement of costs incurred in the administration of the Firearms Program within their jurisdiction.		
Objective(s), expected result(s) and outcomes: Ensure responsible ownership, use and storage of firearms thereby enhancing public safety and help reduce death, injury and threat from firearms.		
Achieved results or progress made: Refer to section II – Analysis of performance by strategic outcome.		

($ millions)	**Actual Spending 2004-2005**	**Actual Spending 2005-2006**	**2006-2007**			
			Planned Spending	**Total Authorities**	**Actual Spending**	**Variance: Planned vs Actual**
Registration, Licensing and Supporting Infrastructure						
Total Grants	N/A	N/A	N/A	N/A	N/A	N/A
Total Payments to Provinces and/or Territories	12.5	11.2	13.0	13.0	11.1	1.9
Policy, Regulatory, Communication and Portfolio Integration						
Total Aboriginal and/or Other Communities and Organizations	0.1	0.3	1.0	1.0	0.2	0.8
Total	12.6	11.5	14.0	14.0	11.3	2.7

Note: Included in Section III, Table 13.

Background

The CAFC administers two Contributions Program Funds, the Firearms Funding Program (for Opt-in Provinces) and the Aboriginal and/or Other Communities and Organizations Program (not-for-profit). Terms and Conditions for both of these programs were renewed by TBS in April 2005 for a five year period.

As per the TBS Guidelines, the CAFC is required to provide detailed information on transfer payments programs that exceed $5 million for the reporting year. Only the Firearms Funding Program (for Opt-in Provinces) meets this criterion.

Expected Results

The CAFC is committed to provide funding to provinces that choose to administer the Firearms Program on their own. CAFC has developed service delivery models with the provinces for delivery of the Program activities within their jurisdiction. Funding priorities and activities focus on the delivery and administration of the *Firearms Act* and the associated Canadian Firearms Program. The delivery of the Program includes, but is not limited to, the following activities:

- Issuance, renewal and revocation of firearms licences
- Approval of certain transfers of firearms;
- Issuance of authorization to transport (ATT) and authorization to carry (ATC)
- Inspection of firearms related businesses
- Approval of shooting ranges
- Safety education and training

Table 12: Status Report on Major Crown Projects

Canadian Firearms Information System II

The RCMP assumed responsibility for the Canadian Firearms Information System II (CFIS II) following the government decision in May 2006 to transfer to the RCMP the day-to-day operations of the Canada Firearms Centre and responsibility and administration of the Canadian Firearms Program. By that time, CFIS II had already been subject to a stop-work order issued by PWGSC.

Description

The Canadian Firearms Information System (CFIS I) is a national system designed to support the administration of the *Firearms Act* and is supported by EDS Canada Inc. based on a maintenance contract. The current system was put into production on December 1, 1998, and is the single repository for licence and registration information for the Canadian Firearms Program. Since December 1, 1998, approximately two million licences have been issued and seven million firearms have been registered. CFIS links all elements of the Canadian Firearms Program including the Central Processing Site in Miramichi, NB. The system interfaces with the Canada Firearms Registry On-line (CFRO), the Firearms Reference Table (FRT), and the Canadian Police Information Centre (CPIC). CFIS II is a new technical solution involving the development and implementation of a software application to replace CFIS I. It was designated as a Major Crown Project by Treasury Board in November 2003.

Project Phase

PWGSC issued a notice of default on March 31, 2006. In late April 2006, PWGSC issued a stop work order against CFIS II application development and implementation testing.

Leading and Participating Departments and Agencies	
Lead Department:	Royal Canadian Mounted Police – Canada Firearms Centre
Contracting Authority:	Public Works and Government Services Canada
Participating Departments and Agencies:	Canada Border Services Agency Department of International Trade

Prime and Major Sub-Contractors	
Prime Contractor:	CGI Information Systems and Management Consultants Inc.
Major Sub-Contractors:	Bell; NexInnovations; Aliant; HP

Major Milestones	
Major Milestones	**Date**
Effective Project Approval for a redefined Canadian Firearms Information System Redesign granted by Treasury Board	February 5, 2005
Contract amendment signed with the service provider	March 2005
Phased deployment of IT infrastructure	Started December 2005

Progress Report and Explanations of Variances

The existing CFIS I remains stable and is expected to be operational for up to five years within present operating conditions. Upgrades have been implemented to its infrastructure and its functionality. The system is interfacing with all of the other systems required to carry out the operations for the CAFC and the Canadian Firearms Program. A plan has been developed that will see the transition of CFIS components to employee-based operations by the end of two-year period.

Industrial Benefits

Not applicable

Table 13: Canadian Firearms Program: Federal Government Costs and Anticipated Planned Spending Requirements

In response to Recommendation 4.27 of the May 2006 Auditor General Report on the Canadian Firearms Program, direct and indirect costs are defined as follows:

- **Direct Costs:** represent costs reimbursed by the CAFC to its partners for services/activities provided in support of the Program and agreed upon through a Memorandum of Agreement.
- **Indirect Costs:** certain costs of the Canadian Firearms Program incurred by federal partners that are not reimbursed by the CAFC (see Auditor General Report – Definitions). Indirect costs can be sub-divided into two categories: those costs incurred by the federal partners and not reimbursed by the Centre. An example would be collective bargaining salary increases that are passed on to departments by Treasury Board or overhead costs for ministerial or infrastructure support. Secondly, indirect costs are those associated with benefits that are accounted as being provided without charge, such as accommodation and government contributions to employee benefits (e.g., the Public Service Dental Plan).

Organization (**$ millions**)	**Past Expenditures (1995-1996 to 2005-2006)**	**2006-2007 Expenditures**
Direct Costs:		
Canada Firearms Centre	663.4	62.7
Royal Canadian Mounted Police [1]	117.2	0.0
Other Federal Government Departments (costs reimbursed by CAFC):		
Canada Border Services Agency	20.6	1.7
Department of Justice	1.2	0.8
Public Works and Government Services Canada	1.7	0.1
Human Resources Development Canada (HRDC) [2]	32.7	0.0
Transfer payments to Provinces	190.9	11.1
Contribution payments to Aboriginal Communities, Other Communities	1.8	0.2
Total Direct Costs:	**1,029.5**	**76.6**
Indirect Costs not reimbursed by the Canada Firearms Centre:		
Public Safety	1.2	0.3
Royal Canadian Mounted Police	4.3	0.0
Royal Canadian Mounted Police – National Weapons Enforcement Support Team (NWEST)	8.5	0.0
Canada Border Services Agency	7.4	0.0
Correctional Service Canada	36.2	9.3
National Parole Board	5.1	0.9
Department of Justice	11.1	0.0
Department of Foreign Affairs & International Trade Canada	0.4	0.0
Public Works & Government Services Canada	14.2	2.6
Other	9.2	1.7
Total Indirect Costs:	97.6	14.8
Total Program Costs	**1,127.1**	**91.4**
Net Revenues [1]	(120.6)	(7.8)
Net Program Costs	**1,006.5**	**83.6**

Note:

[1] Reflects direct costs reimbursed by DOJ/CAFC prior to May 17, 2006 to the RCMP. Starting with 2006-2007, direct and indirect costs incurred by the RCMP in support of the Canadian Firearms Program will be included within the CAFC's direct operating costs.

[2] HRDC no longer provides support services to the CAFC for the Central Processing Site in Miramichi, NB.

Please refer to the table on Horizontal Initiatives for explanations of expected results, planned spending and indirect costs not reimbursed by the CAFC as reported by the Centre's federal partners to substantiate estimated planned spending requirements related to the delivery of their portion of the Canadian Firearms Program. Expenditures are rounded to the nearest one hundred thousand, e.g., $75,000 is rounded up to $0.1 million, and $45,000 is rounded down to $0.0 million.

Table 21: Horizontal Initiatives

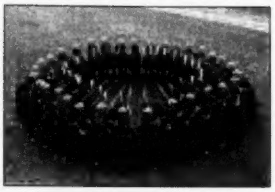
The RCMP as the lead department or as a partner, is engaged in an array of multi-jurisdictional and interdepartmental horizontal initiatives which serve to leverage RCMP capacity through partnerships, shared objectives, and common goals to maximize results for Canadians.

The RCMP is the lead department on the following major horizontal initiatives:

- Canadian Firearms Program

Supplementary information on horizontal initiatives can be found at:

www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp



SECTION VI: APPENDIX

Additional Information on DPR

For more detail on program plans and priorities, please go to our website at: www.rcmp-grc.gc.ca In addition to the number of options available for searching purposes, related links will expand your referencing and search capability.

For publications referred to in this report, please contact National Communications Services by telephone (613) 993-1088, or by facsimile: (613) 993-0953.

For general enquiries about the RCMP, please contact: (613) 993-7267 or by email:

www.rcmp-grc.gc.ca./contact/index_e.htm or
www.rcmp-grc.gc.ca/contact/index_f.htm.

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Acronyms

A

ACIIS	Automated Criminal Intelligence Information System
ACT	Anti-Crime and Terrorism Group
AFIS	Automated Fingerprint Identification System
AFN	Assembly of First Nations
AG	Auditor General
APCO	Association of Public Safety Communications Officials
APO	Aircraft Protective Officers
APP	Annual Performance Plan
APS	Aboriginal Policing Service
ATC	Authorization to carry
ATF	US Bureau of Alcohol, Tobacco, Firearms and Explosives
ATT	Authorization to transport
AUC	Assets Under Construction

B

BCDE	Bureau for Counterfeits and Documents Examinations
BTG	Bridging the Gap

C

CAC	Community Advisory Committee
CACP	Canadian Association of Chiefs of Police
CACPP	Canadian Air Carrier Protection Program
CAFC	Canada Firearms Centre
CAP	Congress of Aboriginal Peoples
CATSA	Canadian Air Transport Security Authority
CBSA	Canada Border Services Agency
CBRN	Chemical Biological Radiological & Nuclear
CCAPS	Community, Contract & Aboriginal Policing Services
CCRTIS	Canadian Criminal Real Time Identification Services
CDSA	Controlled Drugs and Substances Act
CCSO	Coordinating Committee of Senior Officials
CETS	Child Exploitation Tracking System
CFIS	Canadian Firearms Information System
CFO	Chief Firearms Officer
CFP	Canadian Firearms Program
CFRO	Canadian Firearms Registry On-line
CFSC	Canadian Firearms Safety Course
CFSEU	Combined Force Special Enforcement Unit
CIBIN	Canadian Integrated Ballistic Identification Network
CICEC	Canadian Internet Child Exploitation Course
CICI	Critical Infrastructure Criminal Intelligence Section
CID	Criminal Intelligence Directorate
CIDBEC	Canadian Image Database of Exploited Children
CIO	Criminal Intelligence Operations
CIO	Chief Information Officer
CIP	National Strategy for Critical Infrastructure Protection
CISC	Criminal Intelligence Service Canada
CLC	Canada Labor Code
CLEAR	Clandestine Laboratory and Response
CM	Civilian Member of the RCMP
CM&C	Corporate Management and Comptrollership
CoPS	Council on Public Safety
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CPS	Central Processing Site

CPSD	Crime Prevention through Social Development
CPSIC	Canadian Police Services Information Centre
CRFSC	Canadian Restricted Firearms Safety Course
CRA	Canada Revenue Agency
CRTI	CBRN Research & Technology Initiative
CRU	Case Receipt Unit
CSIS	Canadian Security Intelligence Service
CTNS	Counter-terrorism and National Security Committee
CTP	Cadet Training Program

D

D&OC	Drugs and Organized Crime
DARE	Drug Abuse Resistance Education
DAT	Disruption Attributes Tool
DITC	Drug Investigative Techniques Course
DNA	Deoxyribonucleic Acid
DND	Department of National Defense
DOJ	Department of Justice
DOCAS	Drugs and Organized Crime Awareness Service
DPP	Detachment Performance Plans
DPR	Departmental Performance Reports

E

EDP	Executive Development in Policing

F

FBI	Federal Bureau of Investigation
FCP	Field Coaching Program
FCTC	Framework Convention on Tobacco Control
FINANC	Financial Investigators Course
FIO	Federal and International Operations
FLS	Forensic Laboratory Services
FNCAP	First Nations' Chiefs of Police Association
FNPP	First Nations Policing Program
FPS	Federal Policing Section
FPT	Federal Provincial Territorial Working Groups
FRT	Firearms Reference Table
FSSD	Firearms Support Services Directorate
FS&IS	Forensic Science & Identification Services
FTE	Full time equivalents

G

GDP	Gross Domestic Product

H

HC	Health Canada
HR	Human Resources

I

IBET	Integrated Border Enforcement Team
I&A	Identification & Authentication
IBIS	Integrated Ballistic Identification System
ICCUF	Investments to Combat the Criminal Use of Firearms
ICE	United States Immigration and Customs Enforcement
ICET	Integrated Counterfeit Enforcement Team
IFSO	In-Flight Security Officers
IIFSOC	International In-Flight Security Officer Committee
IIPCAG	Interpol Intellectual Property Crime Action Group
IMET	Integrated Market Enforcement Team
IM/IT	Information Management/Information Technology
INSET	Integrated National Security Enforcement Teams
INTERPOL	International Criminal Police Organization
IOCIU	Integrated Organized Crime Investigative Unit
IOS	Integrated Operational Support
IPP	Internationally Protected Persons
IQT	Integrated Query Tool
IRM	Integrated Risk Management
ISP	Internet Service Provider
ITIL	Information Technology Infrastructure Library
ITK	Inuit Tapiriit Kanatami

J

JSIU	Joint Securities Intelligence Unit

L

LIMB	Learning Investment Management Board

M

MAF	Management Accountability Framework
MC	Memorandum to Cabinet
MDP	Management Development Program
MESP	Major Events Services Project
MICA	Market Integrity by Computer Analysis
Mi2	Market Integrity Index
MNC	Métis National Council
MOU	Memorandum of Understanding
MR	Management Review

N

NAPS	National Aboriginal Policing Services
NCECC	National Child Exploitation Coordination Centre
NCR	National Capital Region

NDDB	National DNA Data Bank
NHQ	National Headquarters
NIBIN	US National Integrated Ballistic Identification Network
NIR	National Intelligence Requirements
NPS	National Police Services
NSCI	National Security Criminal Investigations
NSIS	National Security Investigations Section
NSOR	National Sex Offender Registry
NSCOP	National Security Community Outreach Program
NWAC	Native Women's Association of Canada
NWEST	National Weapons Enforcement Support Team
N-III	National Integrated Interagency Information System

O

OCOSU	Organized Crime Operational Support Unit
OECD	Organizations for Economic Co-operation and Development
OEG	Operational Experts Group
OFI	Office of Federal Interlocutor
OISP	National Office of Investigative Standards & Practices
OL	Official Languages
OPP	Ontario Provincial Police
ORRCC	Operational Readiness & Response Coordination
OTRU	Ontario Tobacco Research Unit

P

PAA	Program Activity Architecture
PAL	Possession and Acquisition License
PDCAP	Professional Development Centre for Aboriginal Policing
PEP	Pre-Employment Polygraph
PHAC	Public Health Agency Canada
PIP	Police Information Portal
PIRS	Police Information Retrieval System
PMPD	Prime Minister's Protection Detail
POL	Possession Only License
PRIME BC	Police Records Information Management Environment of BC
PROS	Police Reporting and Occurrence System
PS	Public Safety Canada
PSE	Public Service Employee
PSAT	Public Safety and Anti-terrorism
PSI	Proliferation Security Initiative
PWEU	Provincial Weapons Enforcement Unit
PWGSC	Public Works and Government Services Canada

Q

QA	Quality Assurance

R

RCMP	Royal Canadian Mounted Police
RECOL	Reporting of Economic Crime Outline
RF	Radio Frequency
RFP	Request for Proposal
RM	Regular Member of the RCMP
RMS	Report Management System
RPP	Reports on Plans and Priorities
RTID	Real Time Identification

S

SAFE	School Action for Emergencies
SDP	Supervisors Development Program
SEDP	Senior Executive Development Program
SIR	Suspicious Incident Reporting
SPAC	Senior Police Administration Course
SPP	Security and Prosperity Partnership
SPPD	Strategic Policy and Planning Directorate
SQ	Sûreté du Quebec

T

TB	Treasury Board
TBS	Treasury Board Secretariat
TE	Trace Evidence
TPP	Transfer Payments Programs
TRA	Threat and Risk Assessments
TTB	Alcohol and Tobacco Tax and Trade Bureau
TEAM	Total Expenditure Asset Management

U

UNICEF	United Nations Children's Fund
UPP	Unit Performance Plans
USCG	United States Coast Guard

V

ViCLAS	Violent Crime Linkage Analysis System

W

WHMIS	Workplace Hazardous Materials Information System
WHO	World Health Organization
WMD	Weapons of Mass Destruction
WRM	Workplace Relations Management

Y

YCJA	Youth Criminal Justice Act